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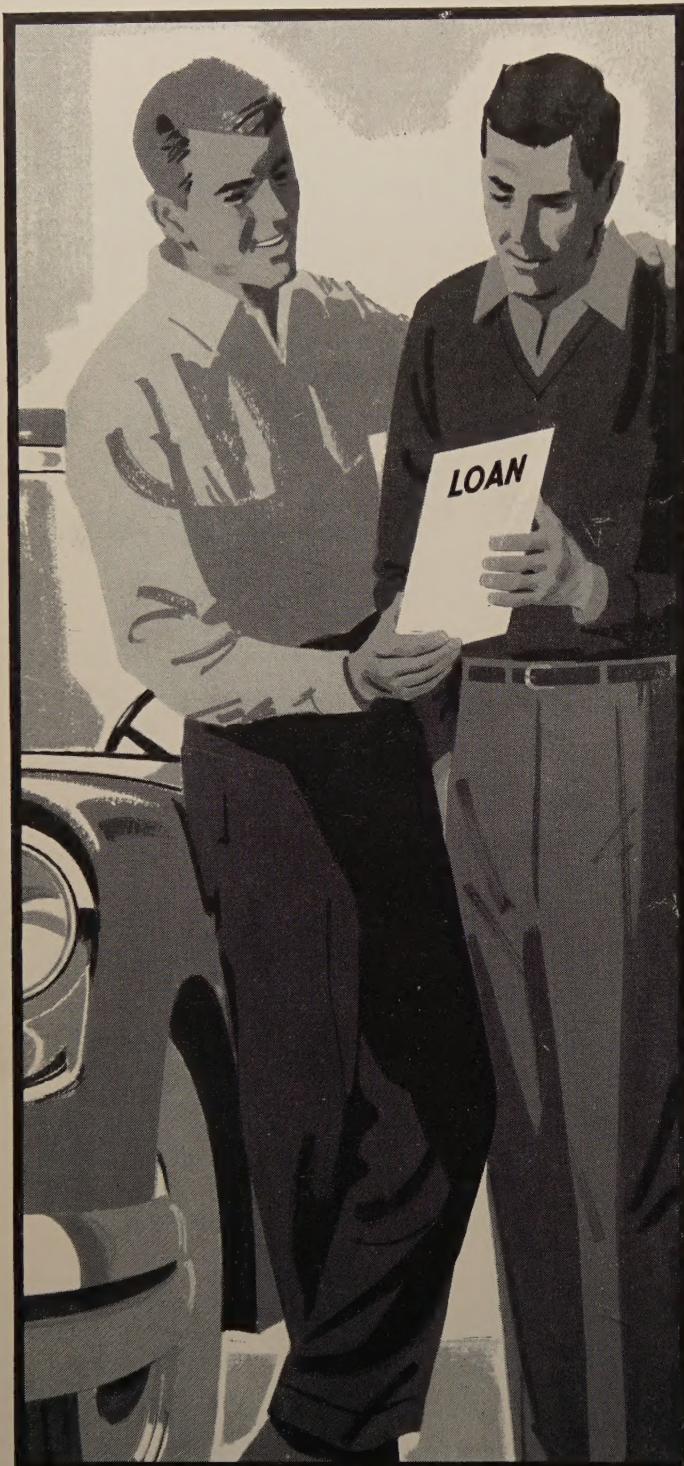


Growing with Chicago — See Page 5

**How Do You Pay Top Executives?**

**Plants Go Underground**

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*statistics of . . .*

# Chicago Business

	November, 1956	October, 1956	November, 1955
Building permits, Chicago	1,131	968	1,078
Cost	\$ 22,873,654	\$ 20,463,537	\$ 25,508,908
Contracts awarded on building projects,			
Cook County	2,008	1,862	2,127
Cost	\$ 77,929,000	\$ 71,193,000	\$ 70,918,000
(F. W. Dodge Corp.)			
Real estate transfers, Cook Co.	7,665	9,243	8,284
Consideration	\$ 5,609,006	\$ 7,297,870	\$ 5,429,978
Bank debits to individual accounts:			
7th Federal Reserve District	\$27,943,000,000	\$28,334,000,000	\$26,081,000,000
Chicago only	\$14,004,019,000	\$14,159,445,000	\$12,632,182,000
(Federal Reserve Board)			
Bank loans (outstanding) Chicago weekly reporting banks	\$ 3,943,000,000	\$ 3,925,000,000	\$ 3,362,000,000
Midwest Stock Exchange transactions:			
Number of shares traded	1,733,000	1,718,000	1,979,000
Market value of shares traded	\$ 72,770,556	\$ 73,489,901	\$ 73,256,471
L.C.L. merchandise cars, Chicago area	16,080	18,950	19,023
Electric power production, kwh, Comm. Ed. Co.	1,677,324,000	1,665,974,000	1,574,000,000
Industrial gas sales, therms, Chicago	16,212,992	15,543,335	15,096,184
Steel production (net tons), metropolitan area	1,902,200	1,983,100	1,844,600
Revenue passengers carried by Chicago Transit Authority lines:			
Surface division	42,126,568	45,874,582	42,252,780
Rapid transit division	9,866,823	10,369,200	9,810,516
Postal receipts, Chicago	\$ 15,122,376	\$ 14,524,698	\$ 15,064,868
Air passengers, scheduled, Midway and O'Hare Fields:			
Arrivals	352,670	436,764	325,288
Departures	367,112	453,818	349,133
Consumers' Price Index (1947-48 = 100), Chicago	121.0	121.1	119.1
Receipts of salable livestock, Chicago	475,520	515,197	637,530
Unemployment compensation claimants, Cook & DuPage counties	22,597	21,205	23,416
Families on relief rolls:			
Cook County	22,314	22,035	26,077
Other Illinois counties	12,613	11,948	13,819

## February, 1957, Tax Calendar

Date Due

Tax

15 Illinois Retailers' Occupation Tax, MROT and use tax return and payment for month of January

15 If total income and social security taxes (O.A.B.) withheld from employee plus employer's contribution in January exceed \$100, pay amount to

15 Last day for filing farmers' 1956 calendar-year return instead of filing estimate on January 15

28 Annual federal information returns. This is calendar year 1956 report—not fiscal. Information returns of dividends (in excess of \$10), salaries from which tax has not been withheld and other payments of \$600 or more; corporate distributions during 1956 claimed to be non-taxable and information on distributions in liquidations of \$600 or more. (Forms 1096 and 1099). Form 1099 not required on wages reported on Form W-2.

28 Last day for filing of annual franchise tax report without penalty by domestic and foreign corporations. Based on calendar year 1956 or on end of fiscal year preceding Dec. 31, 1956

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# COMMERCE

## Magazine

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**January, 1957**

**Volume 53**

**Number 12**

**in this  
issue . . .**

The combined effect of the graduated income tax and inflation in the past 15 to 20 years has made it extremely difficult for a top executive to provide for his own future and that of his family. How then can companies attract and hold these men? How can they be compensated? In our lead article, page 13, George Saum discusses the problem and offers some solutions.

More and more companies are exuding a pride in the past—and serving present day purposes as well—by establishing museums of their own. Some are tremendously elaborate and costly affairs; others are modest collections but, nevertheless, are centers of attraction in the local community. Mitchell Gordon describes some of these museums and their problems on page 16.

Ever consider building your next plant or warehouse underground? Many companies are doing it. They are attracted by the low building cost, low upkeep expenses, and the constant "weather." Milton Golin tells all about the trend on page 20. On page 22 Granville Hickman explains how you or your company can have the benefit of the best and latest in Chicago's art without the cost of ownership. It's a unique service being offered by the Chicago Art Institute.

What will you do when you retire? Are you looking forward to a life of leisure? If so, you may be disappointed. You may be one of the many who will find life boring if you are inactive. Madelyn C. Vieth's article, page 36, tells how one group of "oldsters" has solved this "retirement" problem.

**Our  
Cover**

Chicago's medical facilities are keeping pace with the spectacular growth and development of the area's commerce and industry. For a more complete story of just one of the projects underway in the West Side Medical Center see page 15. On our cover is a "pilot" nursing unit just opened at the new consolidated Presbyterian-St. Luke's Hospital. The "lazy susan" rotating rack (center) allows easy access to medical charts and can be used simultaneously by more than one member of the hospital staff. The nurse (right) is answering a patient's call on a two-way intercom set.

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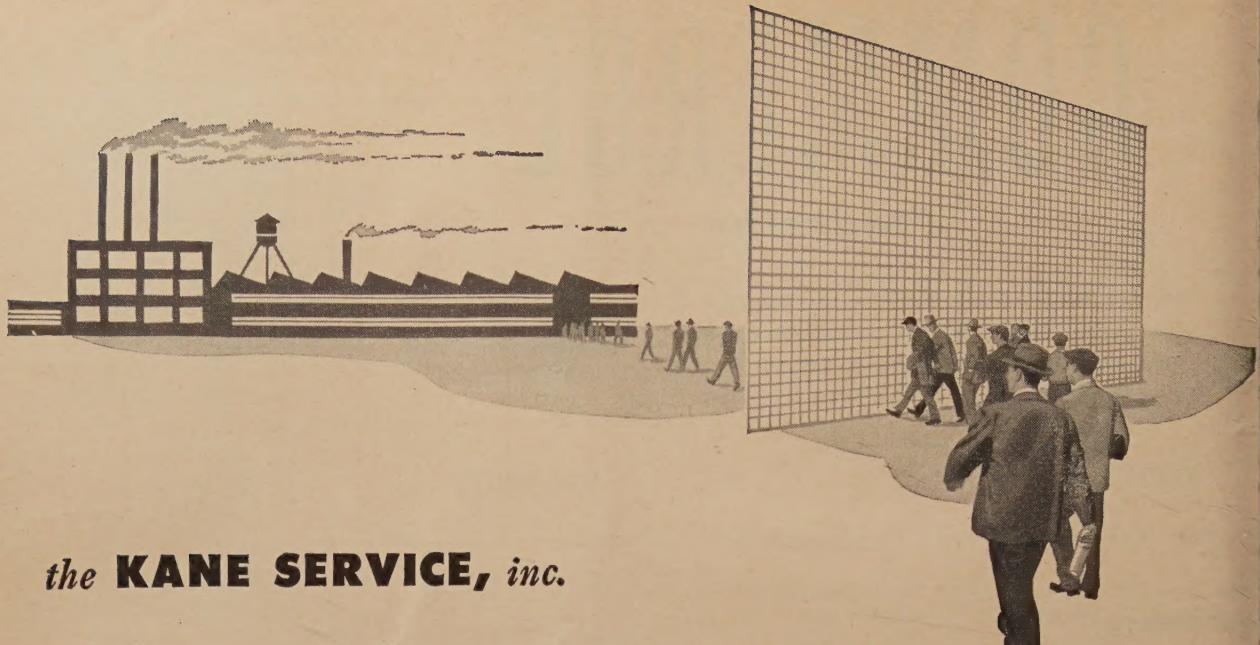
Tom Callahan, Associate Editor

Gordon Rice, Advertising Manager

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Alan Sturdy, Editor



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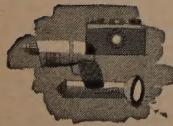
#### **PRE-EMPLOYMENT SCREENING...**

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# The Editor's Page

## Shirking Local Responsibility

Washington reports indicate that there will be a new drive for enactment of a federal aid bill for school construction in the new Congress. Such a bill was defeated in the house at the last session. At that time, most of the publicity attending defeat of the measure was based on the desegregation issue. There were a number of other reasons why the house refused to open the already overtaxed U. S. Treasury to a wholly new drain for state and local aid.

The United States Chamber of Commerce, reviewing the hearings before the house labor and education committee, cites the following facts from the record.

Less than one-third of the "building" needs reported from one state in a U. S. Office of Education survey actually were for classrooms. More than two-thirds of the claimed "shortage" in that state was in auditoriums, gymnasiums and other non-classroom space. A second state reported that only 122 of its existing 11,416 school plants were satisfactory. This state, it developed, had the lowest school debt limit, low tax assessments, almost no state debt and had seen fit to abolish its sales tax. The people in a third state rejected twice within the last 13 months proposals by the governor and state legislature to boost taxes, issue state bonds and build schools.

Are states putting forth the kind of effort illustrated in these examples entitled to support from other taxpayers in the United States?

Looked at from the standpoint of Illinois, here is how two of the bills which were seriously considered would have affected this state. Under one bill, Illinois would have received \$8½ million in federal school construction aid while Illinois taxpayers would have paid \$18 million. Under another, Illinois would have gotten \$20 million for added taxes of \$28 million.

These are merely specific illustrations of the inequities involved in any federal aid program. There is the broader fact, proved time and again, that federal aid almost invariably adds to the cost of local construction projects, delays their completion, and subordinates or eliminates local control. The record of federal aid also shows that what begins in the name of emergency as a comparatively minor claim on the federal treasury has an insidious way of growing into a permanently built-in and ever growing pipe line.

The proposals made at the last session of Congress involved \$250 to \$400 million a year from Uncle Sam. The fact that states and local governments already are spending more than \$10 billion a year on education indicates the size of the job. Only a naive person could believe that \$250 or \$400 million a year would be more than the opening wedge for federal aid.

Improving the educational opportunities of every American youth is a goal no one can properly argue with. There is, however, no substantial proof that state and local governments cannot meet the problem out of their own treasuries. And the evidence is substantial that federal aid, if employed, would add to the ultimate cost of the job — at the expense of every taxpayer in every state.

## New "Growth Industry"

There is a new "growth industry" in this country. Its name is corporate philanthropy.

This observation was made by Keith Funston, president of the New York Stock Exchange.

Mr. Funston knows both sides of the philanthropic fence. As a college president in past times, he has ". . . stormed the gates in money raising efforts." Subsequently, as a foundation trustee, a corporate director, and in his present position, he has ". . . been stormed."

There are some 5,000 foundations, with assets of \$5½ to \$7½ billion. They spend some \$400 million a year, not counting the recent half-billion dollar Ford Foundation Grant to colleges and hospitals. Total donations by the American people to all private philanthropies are estimated at \$6½ billion a year.

What lies behind giving on this vast and growing scale? Mr. Funston says, "The philanthropic boom has grown out of several troublesome, unpleasant facts about American life, and equally, out of the wonderful qualities present in the American character." Our economic advances have in some cases aggravated rather than removed social problems — including such diverse problems as juvenile delinquency, an educational system that is lagging behind our needs, and unconquered physical and mental diseases that are crowding the hospitals. Such problems require strong action — and this country's individuals and institutions are providing it.

The rise in corporate giving, as Mr. Funston shows, has been tremendous — and the participants include hundreds of thousands of smaller enterprises, as well as the big companies whose donations make the headlines. One reason is that businessmen have become convinced of the need. Another is that they must have a healthy economic, social and political climate in which to survive and grow — and they know that if business fails to support worthwhile institutions, then the government will do the job. A third is that one of industry's most pressing problems is where to get tomorrow's trained manpower. The nation's private colleges and universities — which Mr. Funston calls ". . . the well-spring of that manpower" — are in financial trouble.

Finally, Mr. Funston makes the point that corporate aid "is not so much a duty as it is an opportunity." He then adds: "If our companies want more and expect more from the community — in terms of goodwill, trained people and a healthy climate — they must give more. In giving, they must encourage our institutions to remain free while remaining accountable. They must encourage them to explore new ideas while questioning old ones. This, I believe, has been happening in America. We can hopefully expect that it shall happen still further. . . ."

Here is a philosophy of business giving that it would be mighty hard to improve upon.

*Alan Sturdy*



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# Here...There... and Everywhere

• **Chicago Seminar**—Thirteen top-name experts are slated to offer solutions to "high-cost" office problems at the 15th annual Chicago Seminar co-sponsored by the Chicago Chapter of the National Office Management Association and Northwestern University. The meetings will be held at the Conrad Hilton Hotel on March 11 to 14.

• **New Record for City**—An all-time record of well-over twenty billion dollars in manufactured products in the Chicago Metropolitan area was established in 1956 according to Thomas H. Coulter, Chief Executive Officer of the Chicago Association of Commerce and Industry. The total of \$20.7 billion worth of manufactured goods is an increase of 7.3 per cent over the previous record of \$19.3 billion set in 1955.

• **Improved Reports**—The annual reports of American corporations are more informative and complete than ever before according to the survey of the American Institute of Accountants. Of the 600 company reports studied, all but two presented complete sets of balance sheets, income statements and surplus statements. Only 59 of the 600 companies failed to present footnotes to the financial statements which explained items on the statements or added significant data.

• **Consumer Prices Up Again**—Consumer prices rose 0.3 per cent in October (latest month for which figures are available), according to the National Industrial Conference Board's index. The all-items index for the United States now stands at 102.7 (1953=100), or two per cent higher than a year ago. Purchasing value of the consumer dollar in Oc-

tober, 1956 was 97.4 cents (1953 dollar=100 cents), showing a decline in value over the year of 1.9 cents. Over the month, higher prices were recorded by four of the five major commodity groups included in the NICB index. Largest rise was in food, up 0.5 per cent. Sundries followed with a 0.3 per cent increase; apparel advanced 0.2 per cent, and housing rose 0.1 per cent. Transportation costs remained unchanged.

• **Increased Lending Activity**—Home mortgage lending activity in Cook County reversed its down trend in October to show the first year-to-year increase in eight months according to John E. Stipp, president of the Federal Home Loan Bank of Chicago. During the month 7,678 mortgages were made in the county for a total of \$81,643,830 compared with 6,778 for \$72,747,470 in September this year and 7,252 for \$74,286,330 in October, 1955, according to a monthly compilation by the bank of recordings.

• **Break Meat-Eating Record**—Although those hot dogs and hamburgers, steaks, ham and chops which Americans ate in 1956 toppled a meat-eating record which stood for nearly half a century, the American Meat Institute reports. Back in 1908 the approximate 89 million Americans ate 163.3 pounds of meat apiece. As the population grew, the consumption per person fell. But since 1940 there has been a rising curve which finally overcame the old record with an estimated level for the current year of 163.5 pounds each.

• **Predict Tighter Money**—A further tightening in money and credit is seen by a majority of the 16 economists participating in a recent

con of the Economic Forum held under the sponsorship of the National Industrial Conference Board. Only one of the authorities felt that the present money market is too tight. Three, in fact, said it isn't tight enough. A few expect some relaxing in second quarter 1957, when they foresee a lessening in the demand for some types of capital. The consensus was that despite tight money, credit extension in the past year has been extremely liberal. Viewing longer-range prospects, participating economists stressed that expanded investment requirements in the future will have to come out at a higher rate of national savings if we are to hold back inflationary pressures.

**White Collar Workers** — White collar workers will become the largest segment of the nation's working force by 1975, according to figures released by the National Association of Manufacturers and based on U. S. Department of Labor estimates of future employment opportunities. At the same time, the report forecasts an increase in total jobs in

keeping with the anticipated 35 per cent growth in population. Technological advances, including automation, were cited as the principal factors contributing to a general upgrading of job opportunities which will require an increase in the levels of skill of the total labor force. The survey foresees an increase of 54 per cent in the number of persons engaged in "white collar" activities in the period between 1955 and 1975. The largest increase in this category is expected to come among proprietors and managers, where a 75 per cent rise is expected.

• **Can Production at New High** — Industry production of metal cans in 1957 will approach 42 billion units, substantially topping the 1956 all-time record of some 40 billion containers, according to William C. Stolk, president of the American Can Company. Pointing to significant increases "almost across the board" in the production of cans during 1956, Mr. Stolk emphasized that the can industry has reached new production levels during each of the past five years and said the upward trend

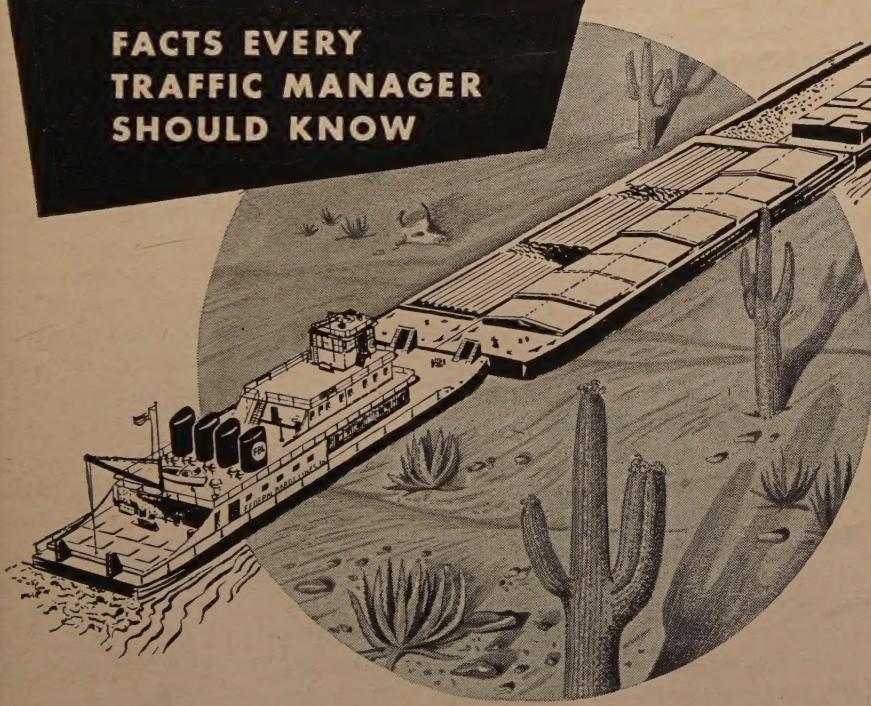
will continue through 1957. He attributed the continuing gains in can production to the general high level of economic activity and to the fact that metal containers are being used in greater and greater volume to pack a constantly increasing number of products.

• **Unclean Freight Cars Drop** — A drop of about 28 per cent in the proportion of unclean freight cars to total cars released by consignees from March, 1955, through September 15, 1956, has been noted by the National Association of Shippers Advisory Board. Using the generally accepted yardstick of a three-day loss per car in moving to, over and from cleaning tracks, the Board estimates annual loss to the railroads of 24 million freight car days — enough to provide, at a 16-day turn-around, for the weekly loading and handling of 28,846 more cars of freight.

• **Make It Two in a Row** — The home laundry appliance industry expects the final 1956 figures to show that it was another record sales year.

(Continued on page 31)

## FACTS EVERY TRAFFIC MANAGER SHOULD KNOW



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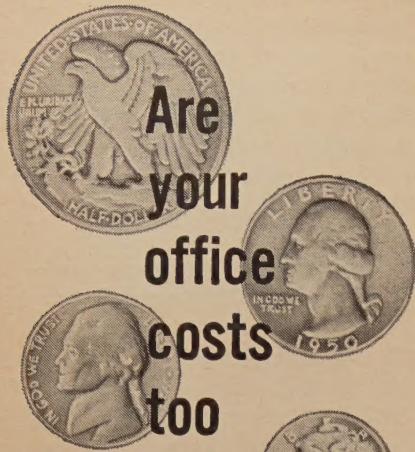
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# Trends . . . in Finance and Business



• **Pay for Executives Up** — The compensation of top corporate executives increased 5.9 per cent, on the average, last year, according to the seventh annual survey of top management compensation by the American Management Association.

The new study analyzes the compensation (including salaries, bonuses, and company contributions to retirement funds) paid to more than 28,000 high-ranking executives in more than 3,300 American and Canadian companies. The period covered by the study was essentially the calendar year 1955 but included fiscal years that closed as late as June, 1956.

Average weekly earnings of production workers in all manufacturing industries, as reported by the Bureau of Labor Statistics, also increased by 5.9 per cent between January, 1955, and January, 1956. Corresponding average increases in annual compensation for the other groups whose pay is studied by the Executive Compensation Service were as follows: for middle management (March, 1955, to March, 1956), 5 per cent; for sales personnel (spring of 1955 to spring of 1956), 3.5 per cent; and for engineers, scientists, and other administrative and technical personnel (May, 1955, to May, 1956), 8.6 per cent.

In 1955 about 48 per cent of the top executives for whom comparable information was available received higher base salaries than in the year before, compared to 38 per cent in 1954. Bonus payments, which overall were about 16 per cent of base salary, did not change materially as a percentage of base salary, but the number of executives participating in these plans increased in 1955. Company contributions to retirement plans advanced by slightly bet-

ter than three per cent, reflecting the growth and liberalization of the plans.

Many factors influence compensation payments, the report emphasizes. Individual company needs, growth, financial conditions, all have their effect. However, the results of the new survey and of the six previous annual studies indicate that the fortunes of top executive personnel are more directly tied to economic trends than are those of any other segment of the population.

• **New Housing Characteristics** Almost 10,000 new single-family nonfarm homes built in 1956 in the United States were without bathrooms. This and other significant data came to life in the tabulated results of a new housing characteristics survey recently conducted by the U. S. Department of Labor's Bureau of Labor Statistics among builders of the nation.

In addition to the one per cent 10,000 homes without bathrooms, the survey pointed out that the average new single-family nonfarm home had 1,240 square feet of floor space. Of this type of structure, 72 per cent are being built with three bedrooms while only 19 per cent have two. The split-level houses, while popular, only represented 6 per cent of the housing starts, while the one-story house recorded 87 per cent. The two-story house accounts for 11 per cent. The split-level was most popular in the Northeast section where it represented 25 per cent of the starts.

The survey showed that only 7 per cent of the new homes have air conditioning. Of this percentage, the combined heating and cooling type of equipment led with 5 per cent.

(Continued on page 34)

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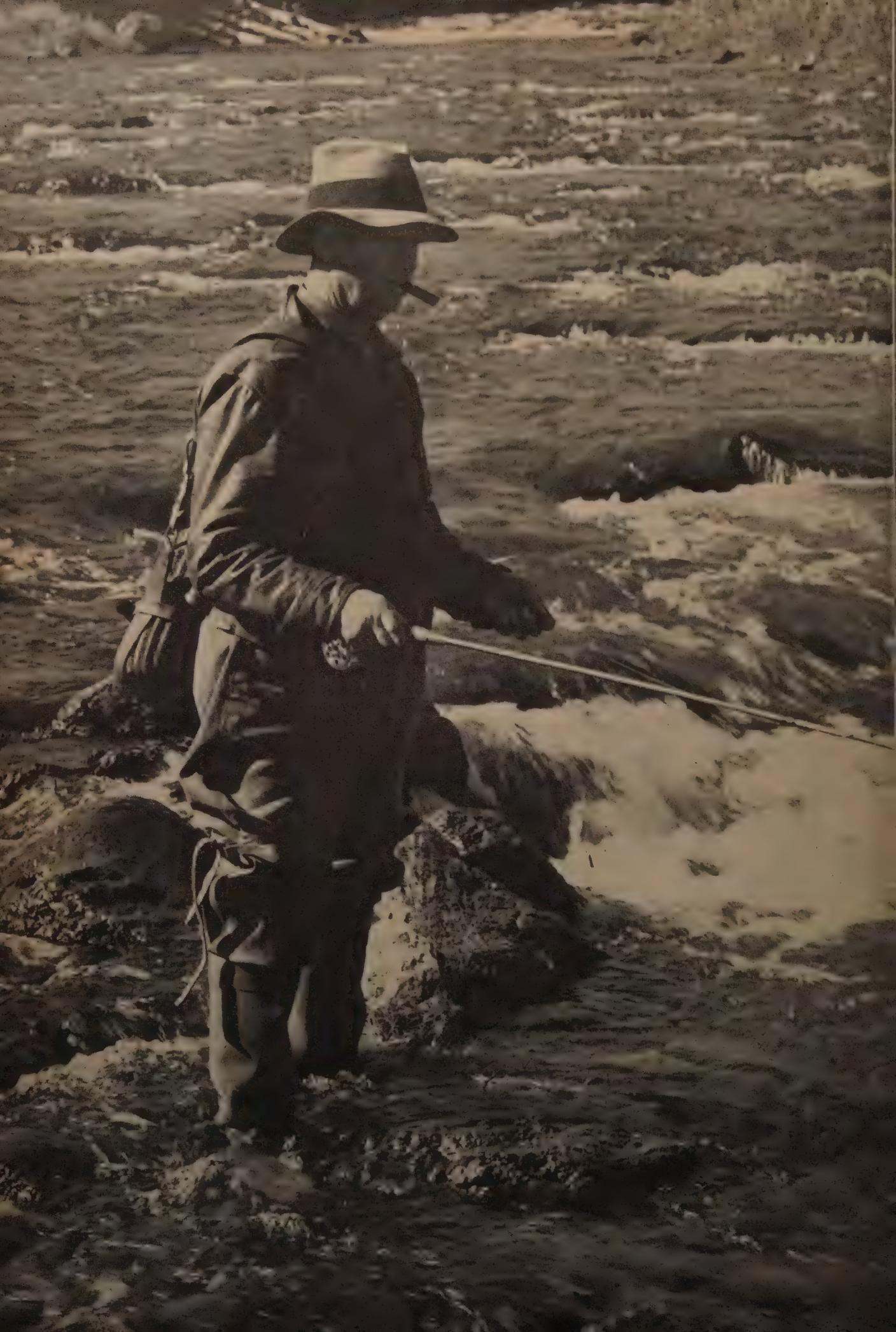
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# How Do You Pay Top Executives?

By GEORGE SAUM

**No single component in an executive compensation plan makes it a good plan but any one component can make it an unsatisfactory one**

WHERE does deferred compensation fit in the total executive compensation package? What is deferred compensation? How does it differ from and supplement current compensation? Why has it become popular?

Basically, it is a device designed to combat the combined influence of the graduated income tax and inflation on the take-home pay of the high salaried executive. In a broad sense the term applies to any form of remuneration not paid in the current year. It takes a variety of forms, such as: insurance (group or individual), stock options, pension plans, profit sharing plans, and deferred compensation in the literal sense of the term.

Why these embellishments? Why isn't it sufficient to pay a key man a liberal base salary — perhaps with an incentive bonus of some sort — and let it go at that? Why this seemingly paternalistic concern for the future of the individual? It's not compatible

with what we like to believe is our American philosophy.

The reason stems from the combined effect of the graduated income tax and inflation in the past 15 to 20 years which has made it extremely difficult for the man in a high salary bracket to provide for his own future and that of his family.

### Real Value Cut

Income taxes and today's devalued dollar have slashed the real worth of executive salaries. Here's what a married executive must earn in 1956 to equal his earnings in 1939 —

1939	1956
\$ 10,000	\$ 25,000
15,000	42,000
25,000	88,000
50,000	300,000
100,000	880,000

In the light of these comparisons the next question, of course, is whether the base compensation of executives has kept pace with the depreciation of the dollar and the increased tax bite. By no means. A comparison of the direct compensation paid on various executive positions during the war years with the direct compensation paid today on the same or similar positions shows substantial increases, but they came nowhere near making up for the

depreciation in real return that took place between 1939 and the present. The war years, due to salary stabilization, were not substantially different from the 1939 figures.

Does this mean that the compensation of today's executive is lower in real worth than that of his counterpart of 15 to 20 years ago? It does. The job that paid \$25,000 15 years ago is not paying the \$88,000 salary that would be required to make it comparable in 1956. If you were to plot a curve with the two end points of the line representing the lowest paid job and the highest paid job, in most companies the line representing 1956 would be much flatter than the line representing 1939. Comparable lines representing real income would make the 1956 line even flatter. The effects of union pressures, minimum wage laws, overtime pay, and other factors have had a tendency to narrow the spread between rank and file jobs and administrative jobs.

For the most part, this has been accepted as an inevitable consequence of the leveling off, share the wealth, philosophy of some of the political administrations of the past 25 years. To some extent this tendency has been offset in the case of many executives by fringe benefits — either those that are applicable to all employees in the company, or special

The author is a vice president of George Fry & Associates, management consultants. This article is a digest of an address delivered by him before the combined meeting of the Chicago Association of Commerce & Industry and the Chicago Chapter of Chartered Life Underwriters.

← Some executives prefer some of their compensation deferred for the years when they'll want to just relax and go fishing

arrangements that apply to the executive group or selected individuals within that group.

These fringe benefits, which are usually in the deferred compensation category, are preferable to direct compensation for several reasons. One is just plain arithmetic—the fact that a dollar received after retirement when other income is gone, or at least reduced, will not be taxed as heavily as it would if received today. Another reason is that by attaching strings to these deferred arrangements that require continued employment in order to benefit, companies reduce personnel turnover.

### Tax Considerations

With executives the tax considerations are dominant. Consider the case of a man 55 years old who is making \$50,000 per year in current compensation. If he receives a raise of \$10,000 per year, this would mean a gross increase to him of \$100,000 in the course of ten years. In this tax bracket the government would take more than \$61,000 of this increase.

But suppose that instead of taking his \$10,000 increase now he could make arrangements with his company to defer the payment of his increase until he is 65 years old. He would then retire from active participation in the business, but would receive, or his family would receive, the \$10,000 increase in ten annual installments. The gross he would get would still be \$100,000 but his net would be about \$39,000 more on this basis. This assumes, of course, that the \$10,000 per year would be his only income and that the tax collector's share consequently would be only \$22,000 instead of \$61,000. Such arrangements can be made without undue penalty or risk from the standpoint of the company. To accomplish this requires careful procedure and qualified legal counsel. In many cases insurance becomes an important feature in funding a plan and then, of course, requires competent advice from an insurance man.

Assuming that some form of deferred compensation is so advantageous to the recipient and need not be disadvantageous to the company, why don't all executives have some such arrangements? As a matter of fact, many do. Of the 1,087 companies listed on the New York

Stock Exchange as of July 31, 1954, over 900 (approximately 9 out of 10) had in effect some form of arrangement for deferred benefits to designated executives individually or as a group. This does not mean, of course, that all of these companies had arrangements that could be classed as salary continuation plans. They undoubtedly took many forms such as individual or group insurance, stock options, pension plans, profit sharing plans, and deferred pay in a literal sense which might better be called salary continuation.

Why all this variety? Should all types be utilized? Is there one best plan? These questions simply do not lend themselves to a generalized answer. No one method and no combination provides the best answer for all companies or all individuals. The complete answer lies in consideration of the circumstances involved in each individual case.

In order to approach the subject with the proper perspective, consider first the basic objectives that a plan of executive compensation should be designed to accomplish, both from the viewpoint of the company and from the viewpoint of the individual. The goals of executive compensation policy should be designed to accomplish these objectives: first, to attract the caliber of executive needed; second, to hold that executive once he is obtained; third, to provide an incentive that will induce him to expend his maximum effort and talent in the company's interests. These three goals admittedly oversimplify the problem but if they can be attained, the objectives of both the company and the individual will be satisfied.

### What It Takes

What does it take to attract, hold, and stimulate a key man? The first thing it takes is a base salary that is adequate for the position—adequate in the sense that it is reasonably comparable with the base salaries paid by other companies for similar responsibilities and adequate in the sense that it bears an appropriate salary relationship to other positions in the company. Adequate base salary is mandatory and is the prime requirement of any compensation plan. It is also mandatory to go beyond this point, but how far and what method is used becomes optional.

The second most important element in top executive compensation is some form of incentive. Ideally, such arrangement should be set up so that the reward is geared to some understandable measure of performance. In top echelons corporate profit can usually serve as the measure, but further down the organizational scale some other basis, such as divisional or departmental performance may be more appropriate. Whatever the basis, whether related to measurable results or based on arbitrary judgment, some form of incentive bonus is desirable.

### A Closer Look

Take a closer look at those portions of the executive compensation package that are in deferred category. All involve questions and considerations that cannot be answered categorically. In the first place it should be recognized that no single component in an executive compensation plan can make it a good plan, but any one component can make it an unsatisfactory plan. From a psychological standpoint one poor feature of a plan may overshadow all the good features. Consequently, it is wise to guard against the common tendency to assume that some one feature of deferred compensation is good—that it will provide the clincher that will attract, hold, and stimulate the executive group.

Most companies already have some features of deferred compensation that apply to all employees such as a pension plan, insurance plans, or profit sharing plans. These frequently are not adequate at the organizational levels. Deferred compensation for key executives means the plus features of such compensation that are available to the executive group or to individuals within this group. It takes cold, hard appraisal to decide what these plus features should be and to avoid being trapped.

One of the most important things to recognize is that the younger man, who has not reached a level of current compensation that makes further increases relatively insignificant because of his tax bracket, is not going to be interested in a deferred increase in lieu of a current increase. This is true even though the latter may have a much greater ultimate value. For example, a man 40 years

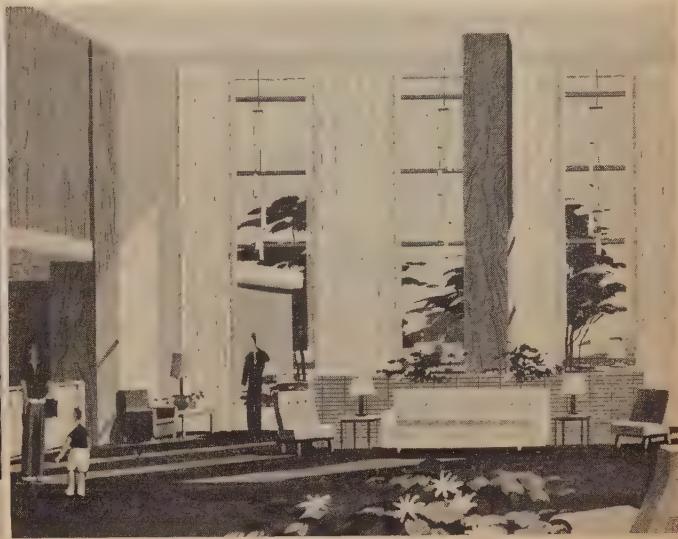
(Continued on page 39)

# Hospitals Grow With Chicago

Two of city's oldest hospitals merge and expand to provide latest in modern medicine treatment



The new pavilion of Presbyterian-St. Luke's Hospital



The main lounge of the new facilities

KEEPING pace with Chicago's tremendous industrial and commercial development, a new, 1,000-bed hospital destined to rank with the nation's top medical service-educational-research institutions is now taking shape at the West Side Medical Center.

Strategically situated just minutes from the Loop at the hub of the city's expressway system, Presby-

**By RALPH A. BARD**

terian-St. Luke's, a consolidation of two of the area's oldest and best known hospitals, will give Chicago and the middle west a nonprofit, voluntary institution providing the following facilities at one location: a modern, well-equipped hospital; a professional building for staff

doctors; an outpatient clinic so essential to the care of indigent sick and medical teaching; close proximity to the University of Illinois, its affiliated college of medicine; a school of nursing second to none; and a building specifically devoted to laboratories for research and service.

In these days of specialization, in

(Continued on page 27)



One of the new attractively furnished private rooms



The outpatient building

# Private Museums Grow As



This stern-wheel steamboat, the "Suwanee," carries visitors around a miniature Suwanee River in Greenfield Village

SOME time later this year, the gates will be opened to a wooded 200-acre property in the environs of Wilmington, Delaware, and a troupe of curious visitors will step 150 years back into history. There, along the banks of the burbling Brandywine River, they'll make their way among more than a dozen stone mills recreated in the image of their own 19th Century selves, when they ground out gunpowder, milled flour and performed a myriad of other tasks. To transplant these and future folk to the time and site of its early beginnings, E. I. du Pont de Nemours & Company has anted up more than \$6 million on the project, which

started some five years ago and won't be finished until long after its official 1957 dedication date.

Few companies, of course, have the resources to pour into so elaborate a monument to their past as Du Pont. Nevertheless, the mammoth undertaking typifies a growing trend in U. S. industry. More and more American companies these days are showing a pride in their corporate accomplishments through establishment of permanent exhibits of their own, ranging all the way from modest reception room displays to sprawling replicas of a by-gone age. The phenomenon may be due to the dizzying pace of present-day progress. Or it may be due to a tidal wave of corporate mergers. Lloyd Vail Coleman, director of the American Association of Museums, simply ascribes it to "the country's advancing business maturity."

Skeptical corporation executives might well look askance at the space-consuming and often costly aspects of accumulating out-dated commercial paraphernalia solely for show-piece purposes. Properly set up and utilized, however, the company museum can prove a useful tool for the realization of a great many practical purposes.

Take, for example, the collection of calculating devices maintained by

Memorabilia of objects from the Old West are feature attractions of the history room of the Wells Fargo Bank in San Francisco



Replica of a sixteenth century armorer's shop in the John Woodman Higgins Armory in Worcester, Massachusetts



About 1800 this was the way that milk was delivered in England. It is part of the display in the Dairy Museum of the Pennbrook Milk Company in Philadelphia



# Public Relations Device

Company collections range from modest reception room displays to extensive replicas of by-gone days

By **MITCHELL GORDON**

the Felt & Tarrant Manufacturing Company at its premises on North Paulina Street in Chicago. It's not intended for the general public at all but rather as a sort of three-dimensional reference "library" for Felt & Tarrant development personnel. By studying these machines, says the company's assistant secretary, Raymond Koch, designers of tomorrow's products gain a better understanding of basic principles involved in the operation of their machines. Sometimes, says he, an old unit will steer them away from a poor idea or even light the way to an improved approach.

### *Instill Loyalty*

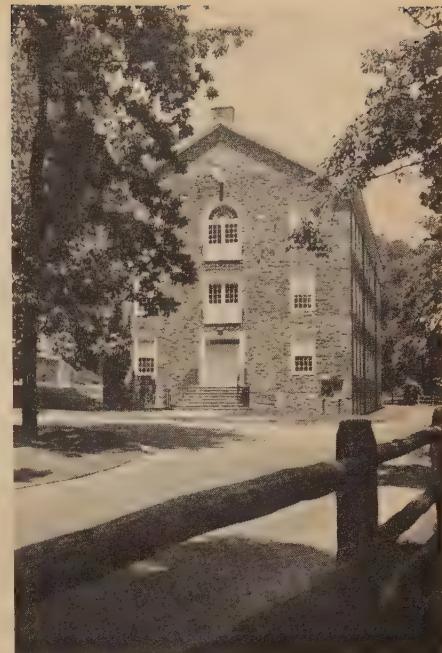
In addition, the museum serves as an excellent instrument for indoctrinating new salesmen and other employees and for instilling loyalties that might otherwise take much longer to flower. Students of the office machine have a standing invitation to examine Felt & Tarrant's old models,

This dog churned butter. His running activated a crude churning device (not shown but to the left). This replica is part of the Pennbrook collection in Philadelphia

too, though the company keeps these arrangements on an appointment basis. The fame of a specialized collection can spread surprisingly far.

V. Mueller & Company of Chicago, for instance, makes surgical instruments. Its assortment of these objects, including an ancient pair of

(Continued on page 23)



Along the Brandywine, the Eleutherian Mills-Hagley Foundation tells the story of early American industry with replicas such as this 1814 cotton mill

The important developments of more than a century in steam locomotive transportation are represented in the Henry Ford Museum



The history of silver, back 5,000 years, is traced in this travelling display of Towle Silversmiths



# Business



American Can Company's vice president, L. W. Graas-kamp and president, William C. Stolk (left to right), watch with Richard W. Weiss and James Richards, both of Hammond, Indiana, as the first concrete is poured for American's new processing plant in Hammond



Another look at the picture will reveal to the astute business man that there is more than just a bevy of beauties on display. In the background is a stack of genuine one dollar bills—one million of them to be exact—which the guard on the right was hired to watch. The Vendo Company, Kansas City, Missouri, arranged the display to introduce its new coffee vending machine



As a living memorial to the late Gustav Freund II, vice president and treasurer of the Visking Corporation, Chicago, Visking has donated \$25,000 to the Chicago Heart Association. The money is to be used at the rate of \$5,000 a year on the annual conference relating to heart problems in industry. Above, left, Louis N. Katz, M.D., president of the Chicago Heart Association, accepts the donation from Theodore G. Remer, secretary and general counsel of Visking

Twice each week the displaced persons employed by Ryerson & Son, Inc. meet in the company's recreation building to learn how to speak English and to learn about American customs. The Chicago Board of Education assigned the teachers and the company furnishes the text books and classroom facilities



# Highlights



With a 45-ton block of concrete where its engine should be, this transformed diesel locomotive of the Chicago and North Western Railway System is as unique as it appears. How does it run? Electric power for its traction motors comes from conventional locomotive (right) to which it is coupled. The "concrete" locomotive is used as a booster unit when extra traction is needed.



Delivery of 1,332,000 copies of the new Chicago "Red Book" was completed in 18 working days by the Reuben H. Donnelley Corporation, publishers of the book. This year's book contains 2,336 pages and is still the largest classified telephone directory published.

The Federal Sign and Signal Corporation is producing 1,500 signs (below) for the Kansas Turnpike with porcelainized aluminum and raised lettering. It is the first time the two have been combined on highway signs. The processes are expected to more than double the life expectancy of the signs over conventional signs.



Above, D. J. McDonald (left), president, United Steelworkers, and C. F. Hood (right), president, United States Steel Corporation, jointly installed the last stainless steel panel into the Homestead District Works of U. S. Steel's new general office building. The modern structure, located in Pittsburgh, is said to be the first true stainless steel curtain wall office construction ever to be undertaken.

# Plants Go Underground

Low construction and maintenance costs  
underground factories and warehouses

By MILTON GOLIN



A truckload of limestone leaves the quarry which is still being mined at the rate of 3,000 tons a day, from the Inland Storage Company's underground cooling facility just outside Kansas City



Bushel baskets of flowers are kept in this cool but not subfreezing underground storage room of the Inland Cold Storage Company. Note 36-inch roof bolts anchored to rock in the ceiling



Eight freezer rooms of Inland Storage's vast underground warehouse are kept at ten degrees below zero temperature by this 250-ton refrigeration system

— photos courtesy of Popular Science Monthly

**W**HILE architects and engineers eye the sky in debating Frank Lloyd Wright's planned mile-high skyscraper in Chicago, others are looking in the opposite direction to a different kind of structure: The underground factory or warehouse.

Wright's edifice would cost in the hundreds of millions and would pierce deteriorating layer upon layer of seasonally wide-ranging heat and humidity. On the other hand, the natural limestone caves which now are converting many acres of hollowness into productivity have year-round "weather" that is fairly constant. More often than not, their cost is in the thousands (some actually are income-producing from limestone quarrying operations still going on).

Although underground manufacturing operations are as old as the cave man, America's first refined below-earth factory reportedly is the small arms plant of the Smith & Wesson company at Springfield, Mass., built in 1948. Since then other firms have been digging under — and liking it.

Actually the U. S. is far behind other countries in taking the industrial plunge. During the last world war Italy, Sweden, Japan, Britain,

Czechoslovakia and — appropriately enough — the Netherlands had extensive underground production plants. The Germans reportedly ran 143 underground facilities, and nearly two-thirds of their plane engines were made in subsurface plants.

## An Ambitious Project

The most ambitious subterranean factory project in the U. S. today is being pursued by the American Machine & Foundry company, which already has 30 plants above ground in this country and abroad. AMF spent a full year taking up options on the Green Mountain area near Huntsville, Alabama. Last June the firm began buying the mountain property from 40 individual owners for a total of over \$300,000 in order

to set factory machines humming in the solid limestone formation which lies, at one point, 1,400 feet below the grass. Company officials see this as an experiment promising low-cost building, operation and maintenance; results may point to more AMF operations in the nether world.

Engineers for the firm first studied successful underground construction in Sweden and Germany. They went to work after AMF's globe-girdling president and board chairman, Morehead Patterson, saw how the Swedes were able to make underground industry an economy operation. Ever since World War II Sweden has been developing a labyrinth of subsurface installations.

Originally, their "planting" of factories, storehouses, airplane hangars, hospitals, military headquarters, laboratories, and power plants on a

# to Beat the High Cost of Building

plus fairly constant "weather" make attractive buys to many industries

massive subterranean scale was conceived as a defense measure — allowing Sweden to carry out its vital functions in case of war.

What is actually *in* the world there seems "out of this world." You ride a Swedish elevator down 120 feet into solid rock to see a new atomic reactor. Jet planes are housed 100 feet below the runway. In the 300-seat dining room, as elsewhere in the modern caverns, the air is changed every 15 minutes. Mercury lamps bathe you in what seems like sunlight. Sweden's largest hospital has fully equipped underground facilities. A community center blasted into a mountain has a thousand rooms on four levels. One seven-story subterranean structure includes a whole floor rented as a hotel.

It was ten years ago that Swedish engineers hit upon a new technique-and-tool combination of rock excavation that actually makes underground construction cheaper than building above. To their satisfac-

tion, they found costs falling the deeper they blasted. One reason is that ceilings are self-supporting deep down, and need no reinforcement. This cancelled or reduced the use of expensive structural steel.

### One Helping Aspect

That's only one aspect helping U. S. tunnel engineers in their plans for AMF. Another is maintenance. Underground there is no exterior painting, weathering, window-washing, fences, guards or watchmen. Heating costs go way down because once an underground structure is warmed up, the heat is retained. Fortunately, the reverse is true for cold storage warehouses below ground; once they are chilled they keep cool with relatively little power.

Hundreds of feet of solid rock, bolstered only occasionally with foam-glass block inner lining, keeps a fairly constant coolness in the huge

limestone mine taken over by the Inland Cold Storage company on the outskirts of Kansas City, Kansas. If the refrigeration power should fail, temperatures in the cold rooms would rise less than three degrees in two months. On the other hand, there would be a five-degree daily warm-up if a similar emergency arose in a conventional above-ground cold storage house.

Inland calls their 150 acres inside this Kansas hill "the world's biggest icebox." Another 250 underground acres await potential use for storing tools, chemicals and tires. Frozen foods shipped there from all parts of the country are stored at subzero temperatures and then, as needed, are rushed to market. The location is ideal for such an operation — it is at the almost exact geographical center of the U. S. Six big highways and 12 major railroads run nearby. At the underground train platforms, as many as 18 freight cars can be loaded and unloaded at once.

Limestone still is being mined there, as well as from the AMF company's mountain in Alabama. It

(Continued on page 35)



Entrance to U.S. Army Ordnance Corps' underground facility



Processing room of Ordnance Corps' unit in Kansas

# Rental Service Boosts Chicago Art Work



The rented painting (background) decorates the conference room of the Shaw Advertising Agency

**C**HICAGO art and artists are getting a big boost from a new picture rental service offered by the Chicago Art Institute. Here's how it works.

The Institute selects the best paintings and sculptures of Chicago artists, both known and unknown. These are then made available on a rental basis. The pieces may be rented for a two-month period. The rent is eight to ten per cent of the

sale price which ranges between \$50 and \$500. All rent commissions are turned over directly to the artist. The Institute profits only if the painting is sold.

After living a while with the art piece, the renter can either return it, rent it for two more months, or buy it. The rent already paid is subtracted from the sale price. So far the "renters" have included an advertising agency, a chemical com-

**By**

**GRANVILLE HICKMAN**

pany, an electrical wholesaler, an architect, a furniture manufacturer and a management consulting firm.

John W. Shaw Advertising, Inc., is the largest art rental customer the Institute has. This firm, which has made 124 rentals since it started using the service in November, 1955, accounts for more than 25 per cent of the Institute's total annual renting volume (which is approximately 400 rentals).

"We rent art for three purposes," says John W. Shaw, agency president. "We feel we have somewhat of an obligation to encourage budding artists, who, in turn, have the potential for contributing so very much to modern advertising. Also, these art pieces dress up the interior of our agency. Finally, we want to expose our 70 employes and the people who visit us to the best in Chicago art."



"No one knew they were there" is the title of this rental painting being viewed by the artist, Mrs. George Engelhard (left); Granville Hickman, art director of Shaw agency; and Mrs. J. Sanford Rose, assistant chairman of Art Institute's Rental and Sales Gallery

## Others Using Service

Other Chicago businesses which rent paintings from the Institute on a smaller volume basis are: McKinsey & Company, management consulting firm; Alexander Chemical Corporation; Harrison Wholesale Company, electrical equipment and radio wholesalers; Perkins & Will

*(Continued on page 32)*

## Museums

(Continued from page 17)

consil guillotines, has attracted surgeons from all over the globe.

The Baker Museum for Furniture Research in Holland, Michigan, maintained by Baker Furniture Inc., frequently plays host to design students. The styles these students thus adopt, of course, are then conducted copper wire-like to a much broader buying public.

At the Ford Motor Company's fabulous Greenfield Village, which occupies literally miles of real estate in Dearborn, Michigan, trainees from the Detroit Edison Company and other establishments periodically tear town and rebuild early American steam engines in order to gain a better understanding of today's more complex equipment. These and innumerable other educational contributions of the popular property do no harm to the motor maker in terms of good will gained from a grateful public.

### "Hands off" Signs

In a somewhat similar vein, the Wells Fargo Bank in San Francisco also removes "hands off" signs from its memorabilia of objects from the Old West once annually to let a flock of blind children from an institution in nearby Berkeley hop into its Pony Express saddles, romp through its rickety stage coaches, brandish mean old revolvers and otherwise gain experiences their lack of sight denies them.

How does the company museum get started? Who can help a firm interested in setting one up? What does such an operation cost to establish and run? How many people actually visit this type of institution? And what, exactly, should it contain?

As often as not, the company museum, like any other collection of objects, gets its start in life through sentimentality and the reluctance to discard old objects. The founder's desk, a model of the first widget the firm ever made, a copy of its first charter to do business — these are the things around which a museum is generally organized. But it can be put together even if such relics are missing. For the boom in company museums has also nourished a service industry to go along with it.

One member of this fledgling serv-



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ice enterprise, for example, is the Gardner Displays Company of Pittsburgh. It will create almost any kind of company museum starting from scratch. Its fees range from \$2,000 to \$3,000 for a display of reception room proportions to approximately \$30,000 to \$40,000 for what President William J. Levine describes as "an average company museum covering about 30 square feet of floor space."

Companies which have all the objects they wish to display already in their possession may simply call the experts in for purposes of achieving an effective presentation. The New York firm of Walter Dorwin Teague recently completed such an assignment for a leading Midwest manufacturer of duplicating machines. Teague's bill came to \$10,000.

Numerous firms and individuals are also prepared to help the business executive locate authentic objects around which he can create his museum. The Carlsbach Gallery in New York, for example, claims it will help locate anything for anyone. Its fee is based on what is to be found and how much time Carlsbach is

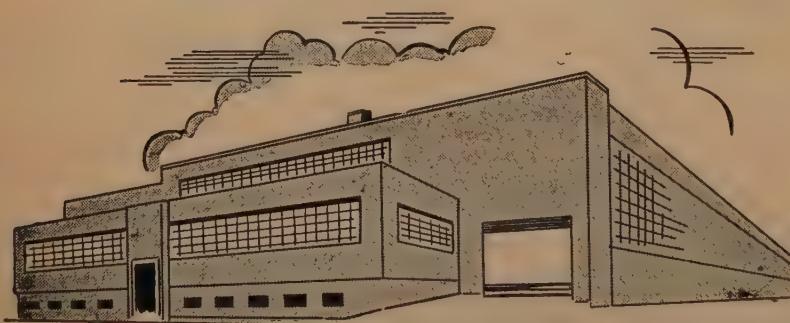


Once used for hauling sand, this barge has been converted into a travelling show. During the summer months it goes along the New England Coast for the New York Trap Rock Corporation

given to find it. For instance, proprietor Jules Carlsbach has charged all the way from \$14,000 to locate 20 pieces of old luggage in 90 days' time for a suitcase manufacturer who

wished to decorate his booth at an upcoming convention to a mere \$5 for a Roman oil lamp which Carlsbach was told it could take several months to get.

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The cost of operating a company museum, like the cost of creating one, can vary from nearly nothing to almost anything, depending on how elaborate it's to be. For example, the Elgin National Watch Company of Elgin, Illinois, claims its museum doesn't cost it a cent to run since it consists of a collection of old time-pieces kept in locked glass cabinets inside a room that also serves as its directors' room. The display is available for public viewing anytime from

A.M. to 5 P.M., except when the directors are holding a conference, but requires no custodian to look after it. The Wisconsin Land & Lumber Company, sponsor of the Paul Bunyan Museum at Blaney Park, Michigan, in which it romanticizes old lumbering gear through tales to the fictional hero, also figures its museum operating costs at "about nil." It just happens to be situated in a former logging camp now maintained as a pleasure resort.

### Greenfield Village

On the other hand, an establishment of the proportions of Ford's Greenfield Village costs many tens of thousands of dollars to operate per year. Its full-time employee force alone runs to some 214 persons, including those needed simply to keep its four-score buildings clean. Large institutions of this kind, however, are generally run as nonprofit endowments. This is the case with Ford and also Du Pont, whose Brandywine River development is being carried out under the auspices of the Eleutherian Mills-Hagley Foundation.

More typical as to maintenance costs than either the mammoth village-like undertaking or the relatively inexpensive reception room set-up is that of the Union Pacific Railroad Company. It occupies over 10,000 square feet of space on the main floor of the company's 12-story administration building in downtown Omaha and is presided over by two persons. In all, says a Union Pacific spokesman, the company figures this museum costs it approximately \$12,000 a year to maintain.

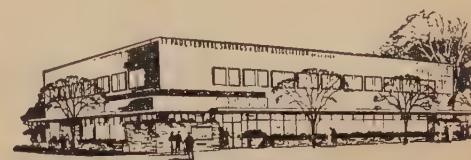
To recoup such running costs and possibly even provide revenue for an occasional capital purchase or two, and sometimes just to limit traffic to those really interested, some firms charge a nominal fee for admission to their museums. Baker Furniture, for example, levies a toll of 50c a

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head. Some firms seek to recoup costs—and perhaps promote their fame as well—through the sale of souvenirs; thus the Vermont Marble Company of Proctor, Vermont, which is principally a quarrier of the rock, peddles such finished marble products as bookends and ash trays, paper weights and pen stands at the site of its museum.

What kind of attendance can the operator of the company museum expect to get over the years? The answer to this question, of course,

depends largely on the nature of the museum itself, its fame and its geographic location. Greenfield Village, whose appeal is about as universal as any company museum could hope to have, whose fame reaches far and wide and whose geographic location is good, boasts an annual attendance (1955) of some 800,000 persons. The ordinary company museum, however, would do well to pull in 10,000 a year. The Lincoln National Life Insurance Company of Fort Wayne, Indiana, figures it is doing reasonably

well drawing an audience of some 3,000 persons a year to view its photographs, medals, political posters, paintings, prints and other Lincolniana.

More than one concern has managed to overcome the handicap of its geographical headquarters, however, by putting its show "on the road." The New York Trap Rock Corporation, in fact, totes its story as a stone quarrier and barge operator all along the New England coast during the summer months in a converted barge it once used for hauling sand; now known as the "Riverama," the barge has welcomed more than 200,000 persons aboard since it assumed its more dignified status shortly after the end of World War II. Another company, the Towle Manufacturing Company of Newburyport, Massachusetts, reaches out for its audiences by dispatching assortments from its collection of silver for display by various jewelry stores and other retailers who are grateful enough for the loan of objects that promise to bring in more people to pay all shipping expenses involved in the operation.

### What Museum Contains

The question of what objects a company museum should contain is answered easily enough if the firm is producing finished products not too difficult to preserve—like cars or silverware, surgical instruments or furniture. It's less simply answered when the company involved is a dispenser of services or of hard-to-save products—though Trap Rock as a transportation company and Wells Fargo as a banking institution illustrate what a little imagination can accomplish. But how about the company that just churns cheese or makes metal products that other people alter?

These problems are solvable, too. For example, the Pennybrook Milk Company of Philadelphia keeps a dairy museum made up of objects used years ago in the making of dairy products or somehow related to it, like a primitive wooden cheese press, a pine rocker butter churn, a collection of wooden milk cans, and even an old shaving mug once used by a milkman. A metal product maker whose own partially finished product is of no great interest itself, the Worcester Pressed Steel Company of Worcester, Massachusetts, overcomes its difficulty a

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uirably by displaying samples of some of the most remarkable metal work ever done by man, including more than 100 suits of authentic medieval armor.

Indeed, it's not necessary for a man to stick to its line of business in selecting the subject of its museum. The weekly Bandera Bulletin in Texas, for example, houses a freak two-headed kid goat, a pig with eight legs, the shrunken head of a wild dog from Ecuador and a 2,000-year-old Chinese gong in its museum building, which incidentally, happens to be larger than the building the paper itself occupies. On the more serious side, there's the well-known collection of art maintained by the International Business Machines Corporation largely for lending to institutions all over the globe.

### Hospitals Grow

(Continued from page 15)

which the doctor is both a clinician and research man, the integration of all these buildings and services in a few square blocks will be invaluable to students as well as to physicians and surgeons.

The primary objective of the consolidation and related building program is better patient care. Other advantages which will accrue to the community are vastly improved educational facilities that will attract many more residents, interns and nurses to the area, and the greater opportunity to be offered for expanded and intensified medical research.

### Long-Range Program

The long-range development program embraces the following projects: A 13-story, completely air-conditioned hospital pavilion; a new central cafeteria and kitchen; renovation of the existing Presbyterian Hospital buildings; an addition to the School of Nursing; purchase and renovation of a nearby commercial structure for conversion into an outpatient clinic; a professional building which will contain doctors' offices and hotel-type rooms for patients and their relatives, and an apartment building for hospital personnel.

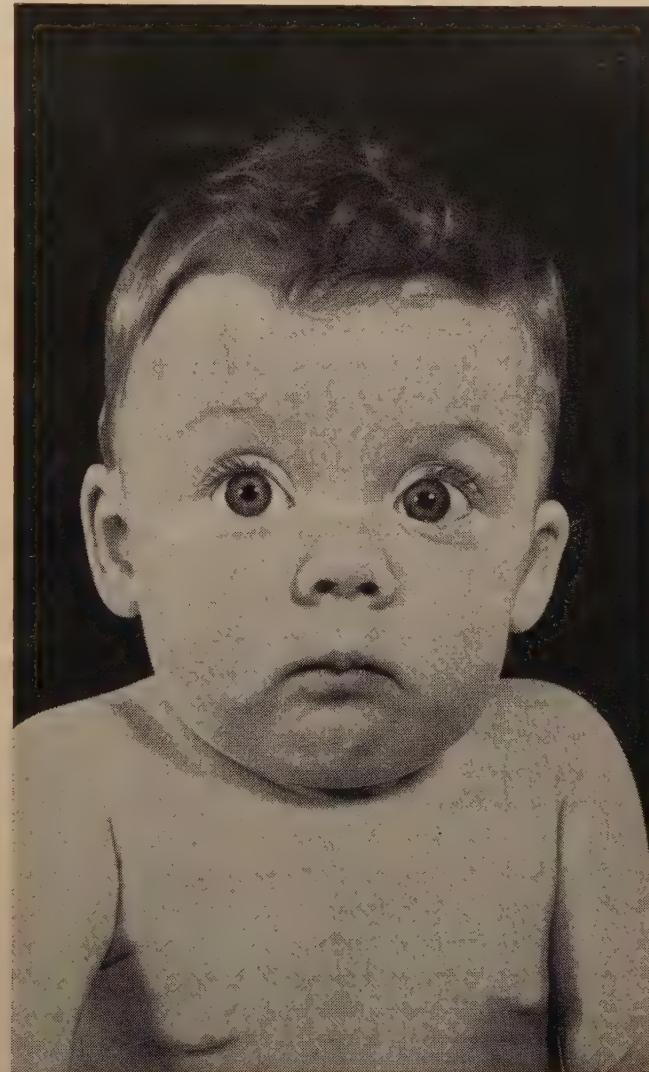
Total cost of the program will be \$18,500,000, of which an estimated \$6,300,000 is already available. Funds for the professional building

and employe apartment building, to cost \$5,700,000, will be obtained through a loan to be amortized by office and apartment rentals. The remaining \$7,500,000 is to be raised through public subscriptions.

As of December 21, over \$4,000,000 of this amount had already been pledged by public-spirited individuals, corporations, foundations and members of the hospital's "internal family." A large contingent of prominent civic and industrial leaders is now hard at work enlisting the sup-

port of many additional contributors.

Target date for completion of all projects in the program is late 1958 or early 1959. Steelwork for the first six stories of the new pavilion is already completed. A "pilot" nursing unit containing ultramodern facilities similar to those to be included in the new pavilion was recently opened on the second floor of the present Presbyterian Hospital. The section embraces 32 beds, in private, semi-private and four-bed rooms,



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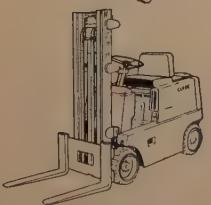
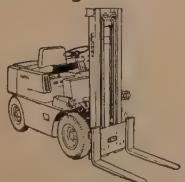


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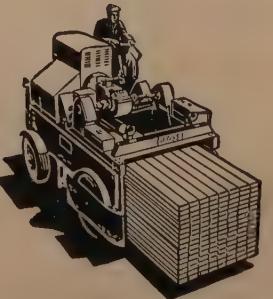
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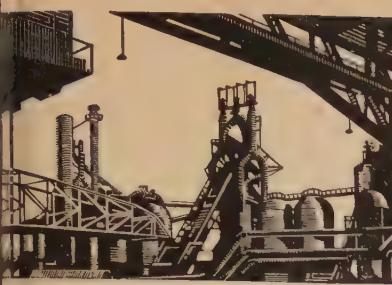
### Corporate Merger

The corporate merger of St. Luke's and Presbyterian hospitals was accomplished April 25, 1956. Even long before the consolidation reached the discussion stage, it became obvious to the boards of both institutions that the time had come for sizable individual expansion-modernization programs.

St. Luke's, 92 years old, and Presbyterian, 73 years old, have consistently performed vital services for a sizable segment of the public. The two hospitals, operating separately, have been providing direct service for employees of more than 3,000 Chicago area companies. In the last five years a total of 218,000 patient days have been devoted to employees of the top 100 concerns alone. The expanded and improved facilities of the consolidated institution are expected to increase substantially the number of industrial patients, particularly because of the professional building and the convenient diagnostic service it will make available.

Executives and employees will be able to go to doctors with offices in this building for observation and examination and remain overnight in comfortable hotel-type rooms thus avoiding the expense of regular hospital service. It will save time for both patient and doctor. Because of the easy access to the hospital and its laboratory facilities, doctors will be able to provide complete diagnostic service. Those engaged in teaching and research will find the proximity of their offices to the hospital particularly advantageous.

Ralph A. Bard is Chairman of the Presbyterian-St. Luke's Board of Trustees. John P. Bent, President, and Donald R. McLennan, Jr., member of the board, are co-chairmen of the development program fund-raising activity.



# Industrial Developments

... in the Chicago Area

INVESTMENTS in industrial plant facilities in the Chicago Area in 1956 set an all time record total of \$562,479,000. The 1956 total is remarkable in that when combined with the total for 1955, which was \$554,967,000, the two-year period has seen the dollar volume of industrial plant investments in the Chicago Area very nearly equal the entire war time total of \$1,170,000,000, and is over one half of the post war expansion prior to 1955.

The total for December amounted to \$41,510,000, the fourth highest month of 1956 and which can be compared with the \$30,325,000 in such plant investment programs announced during 1955.

The total for the entire seventeen-year period in which records have been kept on these projects, the Chicago Area has seen \$4,344,280,000 expended for plant investment. Projects covered in the figures included construction of new and expanded plants as well as the acquisition of land or buildings for industrial purposes.

• **Victor Chemical Works** in Chicago Heights will erect a second large Chicago Area plant on the north side of 138th street at the Chicago and Eastern Illinois Railroad tracks, adjacent to the Little Calumet River, inside the City of Chicago. The plant, on a tract of approximately 35 acres, will produce phosphoric acid for use in the food, metal, petroleum and plant food industries.

• **Clark Oil and Refining Corporation** is constructing 19 storage tanks at its Chicago refinery in Blue Island as part of a multi-million dollar expansion program to boost the refinery's capacity from 21,000 to 30,000 barrels daily. The expansion program will include a second catalytic

lytic unit, a gas recovery unit, and alkylation unit and a 150,000 cubic foot vapor sphere.

• **Western Electric Company** is adding a one-story structure to its Hawthorne works at 26th Street and Cicero Avenue which will contain 250,000 square feet and be occupied by the company's metal mill operations. The sheet metal and iron shops will be consolidated and additional manufacturing space will be available for production of various automatic dial telephone exchange equipment. A new 300 car parking lot will be established near the addition for the 600 employees who will be employed in the new structure.

• **Boyle-Midway Co., Inc.**, with headquarters in New York, is building a new plant on a 25 acre site at 73rd street and Cicero avenue in Bedford Park which will replace its present factory at 52 W. 65th street. The one-story plant will contain 288,000 square feet of floor area and will be erected by the Clearing Industrial District. The company manufactures waxes, 3-In-One oil, and other chemical products.

• **Bell and Howell Company**, 7100 McCormick road in Lincolnwood, is erecting an addition to its plant of 160,000 square feet of floor area for expanded production facilities and consolidation of warehouse space. Additional off-street parking is being added south of the present buildings. J. Emil Anderson and Son, Inc., engineer and general contractor.

• **Flick-Reedy Corporation**, 2040 N. Hawthorne avenue, Melrose Park, is constructing a new plant at York road and Lawrence avenue near O'Hare airport and the Village of Bensenville. The new plant will be

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located on a 96 acre tract, and the building will contain 220,000 square feet of floor area. Heating and air conditioning will be obtained from a heat pump which will be operated by three lagoons on the property which will be beautifully landscaped. The company is the nation's largest manufacturer of industrial and hydraulic air cylinders. Its subsidiaries, Miller Fluid Power Division and Tru-Seal Division, now operate at the Melrose Park location.

• **U. S. Steel Corporation**, U. S. Steel Supply Division, has acquired the large Hegewisch Ordnance Plant of the U. S. Industries, Inc. which has been utilized as a tank outfitting arsenal for several years by U. S. Industries. The buildings have a total of 1,200,000 square feet of floor area on a 154-acre tract of land south of the Grand Calumet River. United States Steel Supply Division will utilize this huge plant for consolidation of its industrial warehouse activities in the Chicago Area. U. S. Industries will vacate the plant on the expiration of its Government contract.

• **Portland Cement Association** is adding two new laboratory buildings at its Research and Development Laboratories in Skokie. Scheduled for completion late in 1957, the two buildings will be a structural development laboratory and a fire research center. They will have a total of 28,000 square feet of floor area. The expansion will be constructed by George A. Fuller Company.

• **Bagcraft Corporation of America**, 4501 S. Kildare avenue, is erecting a new plant at 3838 W. 43rd street which will contain 110,000 square feet of floor area. The company will relocate its entire facilities to the new plant, when completed, for the production of paper, cellophane and other bags. A. Epstein and Sons, Inc., engineer; Hope Construction Company, general contractor.

• **Helene Curtis Industries**, 4401 W. North avenue, has acquired a one-story sprinklered warehouse building at 2155 Rose street in Leyden Township near Franklin Park. The 150,000 square foot building on a ten-acre site was erected

about two years ago for Admiral Corporation. John Green and Company, broker.

• **Carnation Company**, producers and processors of fresh and evaporated milk, malted milk, cereals, ice cream and animal feeds, has purchased a site of approximately six acres on Seymour avenue in Franklin Park. It will construct a plant at this site at a future date. The plant will be served by Chicago, Milwaukee, St. Paul and Pacific Railroad.

• **Crescent Industries, Inc.**, in Niles, is adding 80,000 square feet of floor area to its plant at 5900 W. Touhy avenue. The company manufactures radio speakers. Friedman, Alschuler and Sincere, architect; William Schweitzer and Company, general contractor.

• **Wilson Jones Company**, 200 S. Jefferson street, is adding 30,000 square feet of floor area to its plant at 3300 W. Franklin boulevard. The company is one of the leading producers of record-keeping forms and loose-leaf binder materials. Friedman, Alschuler and Sincere, architects; Kinnare Corporation, general contractor.

• **J. A. Dubow Manufacturing Company**, 1907 Milwaukee avenue, operating a branch plant at 5816 Lowe avenue, has purchased a building at 2037 N. Campbell avenue. The property includes several structures which Dubow will occupy next spring. At that time the Milwaukee avenue plant will be sold, but the Lowe avenue facility will be retained.

• **Streeter-Amet Corporation**, 4101 N. Ravenswood, manufacturer of accounting equipment and scales, has acquired a plant of 52,000 square feet of floor area on 14 acres of land in Grayslake. The plant was purchased from Cory Corporation. Brokers were Bennett and Kahnweiler and John Green and Company.

• **Celotex Corporation** has acquired 12 acres of land and 60,000 square feet of building area in Des Plaines on Northwest Highway near the Western limits of the City of Des Plaines. The company plans to establish a large research center at this site. The architectural firm of

Skidmore, Owings and Merrill is preparing a master plan for this research facility.

• **Finco, Inc.**, in North Aurora, is erecting a new factory and office building at 401 Hankes ave. in Aurora, to which the firm will move its entire operations when the building is completed. The new plant will contain 21,000 square feet of floor area for the manufacture of special agricultural equipment, and will approximately triple the Company's production facilities.

• **Kraft Foods Company**, 500 Pesh-tigo Court, operating its main plant at 505 N. Sacramento boulevard, is having built for it a 67,000 square foot plant at 6350 Kirk street in Morton Grove. J. Emil Anderson and Son, Inc., builder; Arthur M. Heda, architect.

• **Naz-Dar Company**, 465 Milwaukee avenue, manufacturer of inks and other screen printing process supplies, is erecting a two-story building at 1126 Cherry avenue on Goose Island, which will adjoin the present two-story facility at that location. The company is expanding its facilities because of increased demand for the company's products. Mayo and Mayo, architect.

• **F. J. Littell Machine Company**, 4127 N. Ravenswood, has purchased the Streeter-Amet plant at 4101 N. Ravenswood containing 30,000 square feet of floor area. The Littell Company will expand its operations in the newly acquired building.

### Here, There and Everywhere

(Continued from page 9)

Factory sales of home laundry appliances for the first ten months of 1956 amounted to 5,106,000 units, ten per cent greater than the corresponding 1955 period, according to the American Home Laundry Manufacturers' Association.

• **More Life Insurance Dollars** — A record flow of life insurance dollars into communities from coast to coast may be expected during 1957 predicts Holgar J. Johnson, president, Institute of Life Insurance. Benefit payments to American families will more than likely exceed \$6.2 billion which would be over \$400 million more than was paid in 1956.

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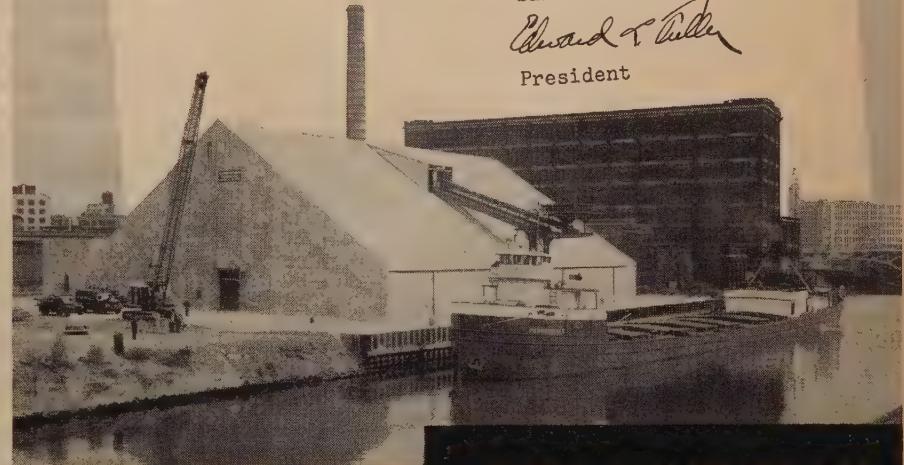
We wish to thank you for your assistance in securing an excellent location, as well as for obtaining an institutional investor to erect the building according to our requirements and lease it to us.

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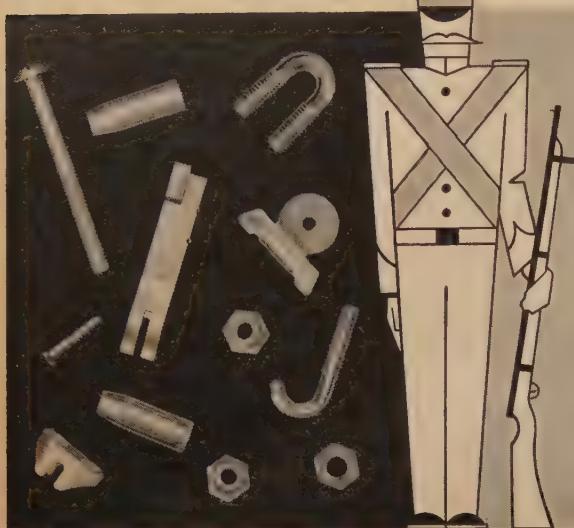
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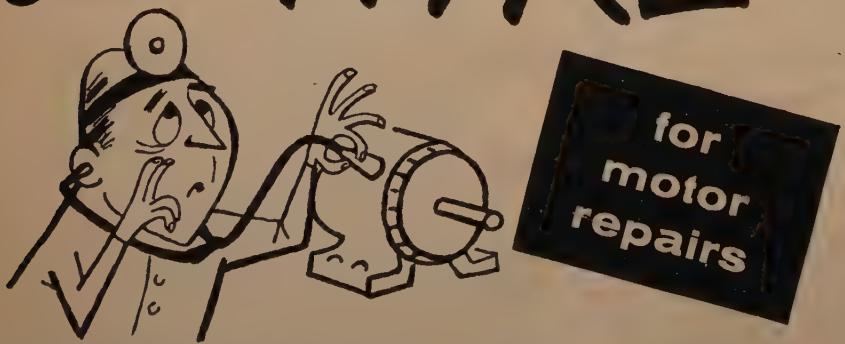
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### Art Rental Service

(Continued from page 22)

architectural firm, and The Fischer Corporation, furniture manufacturers, and the Merchandise National Bank of Chicago.

Peter J. Pollack, director of public relations for the Chicago Art Institute, says these firms rent all types of art — some want abstract art pieces to blend with their modern interiors; those with the more traditional rooms and offices want representative, classical paintings.

Mary Schlentz, advertising manager of The Fischer Corporation, says, "We rent paintings to enhance our furniture settings. We try and pick controversial paintings in hopes that our customers will talk about them."

Brock Arms, partner in Perkins & Will, says his organization rents art pieces because "we wish to convince our clients of the dividends accruing to them in providing an environment which is a satisfying emotional experience."

Albert L. Arenberg, president of Harrison Wholesale Company, says his firm rotates the paintings it rents among eight branch warehouses. "Rented art makes our drab surroundings look attractive. It softens the materialistic aspect of business. These paintings have stimulated some of our 350 employees to take up art, and we are paying for their schooling. Also, our experience shows that art, like music, makes employees more productive."

The "Art Rental and Sales Gallery" of the Chicago Art Institute was established three years ago by the Woman's Board. The renting season begins each year in October for nine months. Chicago-area artists (known and unknown) submit their best paintings and sculptures to a jury composed of a noted artist, a member of the Institute's staff, and an art collector. This jury picks approximately 250 paintings for the rental and sales gallery. Although only Chicago artists are represented, paintings are shipped all over the country.

Three other art museums in the nation provide a similar rental service to businesses. They are the Toledo Museum of Art in Toledo, Ohio; Cleveland Museum of Art, Cleveland, and the Museum of Modern Art in New York City. The rental services at each closely resemble the Chicago Institute's program.

# Transportation and Traffic



THE Interstate Commerce Commission has postponed the dates for hearing oral argument on the Southern Railroads' request for an emergency seven per cent increase in freight rates, as well as on the Eastern and Western railroads' petition for a 15 per cent rate boost. Hearings on the Eastern and Western roads' plea for a seven per cent emergency increase in freight rates began November 26 in Kansas City, Missouri and oral arguments at the same place on December 3. The dates for hearing and oral argument on the Southern railroads' seven per cent petition are now set for January 7 and January 11, respectively, at the Washington, D. C. offices of the commission. The changed dates in connection with the Eastern and Western lines' Ex Parte No. 206 request for a 15 per cent increase are as follows: verified statements in opposition due February 1, 1957; reply verified statements due February 15, 1957; cross examination hearing at Washington, D.C., February 25, 1957; cross examination hearing at Salt Lake City, Utah, March 6, 1957; oral argument in Washington, D. C., March 19, 1957; and memorandum briefs due March 9, 1957. The commission has announced that it considered the Eastern and Western railroads' seven per cent emergency petition to be a part of the total increase of 15 per cent, rather than in addition to the 5 per cent. Spokesmen for eastern railroads immediately declared that they want a 22 per cent freight rate boost and that an amendment would be filed with the commission shortly to clarify the matter. Western railroads are expected to follow the Eastern roads' action.

**I.C.C. Vacates Five Freight Car**  
Conservation Service Orders: The Interstate Commerce Commission has vacated, effective 12:01 A.M. December 8, five freight car conserva-

tion orders which were issued during the year. The Service Orders are:

1. No. 910 which prohibited railroads from willfully delaying the movement of cars;

2. No. 911 which directed railroads to place loaded cars on carrier's or consignee's unloading track within 24 hours after the first 7 A.M. following arrival;

3. No. 912 which set a maximum of six days free time for unloading box or refrigerator cars at ports;

4. No. 913 which set a maximum of four days free time on cars held for loading at ports;

5. No. 914 which set a maximum of two days free time for unloading cars of export freight at Great Lakes ports.

#### • **Highway Use Tax Regulations**

Published in Federal Register: The Federal Register of December 6, 1956, contains the Highway Motor Vehicle Use Tax Regulations of the Internal Revenue Service. The Highway Revenue Act of 1956 imposes a tax on all highway motor vehicles, having a taxable gross weight of 26,000 pounds or more, at the rate of \$1.50 per year for each 1,000 pounds or fraction thereof of taxable gross weight. The tax is applicable on trucks operated by private as well as for-hire carriers and includes vehicles used in intracity as well as intercity service. Highway trailers or semi-trailers customarily used in combination with trucks or truck-tractors are taken into account in determining taxable gross weight. Taxable gross weight is the sum of (1) the actual unloaded weight of the vehicle; (2) the actual unloaded weight of any trailers or semi-trailers used in connection with a vehicle; and (3) the weight of the maximum load customarily carried on vehicles or combinations thereof of the same type. Tax returns must be filed on or before January 31, 1957, for the

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taxable year ending June 30, 1957. Future returns will be due the month following the month a vehicle is first used in the tax year.

### • I.C.C. Issues New Motor Vehicle

Leasing Rules: The Interstate Commerce Commission, by an order in Ex Parte No. MC-43, has issued new rules and regulations to govern the leasing and interchange of motor vehicles. The new rules become effective February 1, 1957, and supersede those previously issued in the proceeding. The new regulations require that the use by authorized carriers of non-owned equipment, which is to be operated by the owner or employee of the owner of such equipment, be under at least a 30-day written contract or lease. Such contract or lease must specify the compensation to be paid by the lessee for the rental of the equipment as well as the time and date on which the contract or lease begins and ends. Vehicles hauling agricultural products and certain other goods are exempt from the 30-day minimum requirement. Authorized carriers may not lease equipment with drivers to private carriers or shippers, but may lease equipment without drivers provided the commission approves the rental contract.

### • Midway Leads U. S. Airports in

Number of Flights: Chicago's Midway Airport had 380,339 landings and departures during the fiscal year ended June 30, 1956 — more than any other United States airport — according to a U. S. Department of Commerce report. Miami was second with 296,154 flights and New York's LaGuardia Field third with 272,791. Chicago ranked second to New York City in the number of passengers handled during the fiscal year. Chicago's airports had 3,841,632 passengers as compared with 4,677,008 at New York City's airfields.

### • Appeal Dispositions on Central

and Midwest Motor Rate Increases: The disposition of the Standing Rate Committee of Central States Motor Freight Bureau approving a 10 per cent increase in rates and charges has been appealed. The matter now goes to the Central Committee for consideration at its meeting scheduled for January 4, 1957. The Middlewest Motor Freight Bureau's Standing Rate Committee's disapproval of a proposed 11 per cent increase in rates and charges has also

been appealed and will be considered by the bureau's General Rate Committee on December 20 and 21.

### • Mitchell and Walrath To Be

Renominated to I.C.C.: President Eisenhower intends to renominate Commissioners Mitchell and Walrath to the Interstate Commerce Commission for seven-year terms expiring December 31, 1963, according to James C. Hagerty, White House press secretary. Commissioner Mitchell has been a member of the commission since 1947 and Commissioner Walrath since March 29, 1956. Both are Democrats.

## Trends In Business

(Continued from page 10)

Of homes with shelter for automobiles, the garage led in popularity nationally with 50 per cent contrasted to 17 per cent with carports.

### • Record Rubber Year

Record rubber industry sales of six billion dollars in 1957 and an annual rate of seven billion dollars by 1960 are forecast by H. E. Humphreys Jr., president of United States Rubber Company. "Passenger car and truck tire sales will total about 100 million units in 1957, compared with an estimated 98 million units for 1956," Mr. Humphreys said. "The increase in part reflects estimates by the auto industry that car production will be somewhere between 6½ and 7 million units next year."

"In addition, replacement passenger car tire sales will be 1 to 1½ per cent higher and should total about 52½ million units. Truck tire replacement sales will be the same or slightly lower than the 8½ million units we estimate for this year."

"An increase in automobile production will also boost the sale of the many other rubber industry products which go into new cars. Among these are foam rubber, plastic-coated and other fabrics for upholstery, a growing number of plastic items for interior trim and numerous rubber products for seals, gaskets, hose and mountings. We shall also see the growing adoption of a new automotive rubber product, air springs. These will be used on a small scale in 1957 cars. By 1958 we believe they will be widely used."

## Plants Go Underground

(Continued from page 21)

probably represents the only way on record that "building" costs are self-discounted.

Nearby at Bonner Springs, Kansas, a spokesman for the 856,000 square foot underground Natural Storage Company (where the duties of 375 employees include packing Army C-ration) says: "Construction cost, including refrigeration, was \$2 a square foot. A similar setup above ground would have cost about \$20 a square foot."

One New York engineering firm estimates that underground installations can show a savings of \$2 to \$3 a square foot below above-ground costs. The company, Guy B. Panero Engineers, recently completed a government survey which indicates that worked-out mines offer the biggest benefits for industrial expansion underground. Panero says that more than 300,000,000 square feet of abandoned mines throughout the United States are suitable for this purpose. Limestone mines are described as "perfect," and their best sites are right in the middle west — Illinois, Indiana and Kansas.

Panero says: "Limestone mines are unusually dry, have high ceilings and can be entered without descending deep shafts. Any manufacturing plant that can operate in an area with a 12 to 16 foot ceiling can be feasibly and economically housed in a mine." Another cost-saver is fire protection: You simply shut off the air in any sector of the installation where there is flame."

### Engineers Licked Problem

No matter how dry it is underground, it isn't dry enough for storage of ferrous metals. But engineers have licked that dehumidification problem in the underground depot of the U. S. Army Ordnance Corps near Atchison, Kansas. This abandoned limestone mine originally spread over 16 dark acres, but recently the government acquired adjoining caves with an additional 44 acres. Atchison Cave is a virtual underground industrial city — complete with electrically lighted "streets," concrete roads linked to the sun-beaten state highway above, railroad spurs, dining rooms, experimental laboratories, recreation

rooms, movie theater, sanitary sewage system, factory assembly lines, and classrooms.

Although essentially it is a storage place, in time of war this facility could quickly go into the manufacture of fire control instruments, radar equipment and a wide variety of machine tools. Much of the stored machinery is arranged in assembly-line order.

It even rains and snows down there — and there is sleet and salt spray, too. The Army has a cycling chamber which can simulate all natural weather conditions, ranging from 5 to 100 per cent relative humidity and temperatures from 20 degrees below to 120 degrees above zero. The chamber experimentally exposes weapons and machines to 30 days of extreme conditions in order to achieve the same weathering effect which would take 20 years under a natural storage situation topside.

Says an Army spokesman: "Atchison Cave has become a focal point in the Ordnance Corps' production equipment readiness program. Critical machines for this program are stored in the cave, and near-revolutionary efficiency and economy in

machine preservation has been developed." Cave temperature remains between 68 and 72 degrees the year around — from heat which is a by-product of dehumidification.

Atchison Cave is not Uncle Sam's only big underground installation. His most celebrated (in an officially subdued sort of way) is the \$35,000,000 subterranean Pentagon beneath Maryland's Raven Rock Mountain some 65 miles from Washington, D. C. This emergency-use cavern was created by the removal of 500,000 cubic yards of rock.

In private industry, gas handlers lately have been vying with warehouse operators in bidding for underground facilities. The Standard Oil Company of Ohio, looking at cost estimates, not long ago figured it would have to pay four times as much to build and maintain liquefied propane gas storage installations above ground than below. So the company is putting through plans now to store its propane (a byproduct of petroleum refining) in two caves some 500 feet below its Lima, Ohio refinery.

Since 1954, the Natural Gas Stor-

(Continued on page 38)

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These youngsters are testing a teeter-totter made at Senior Achievement

## Oldsters Eager For Work

By MADELYN C. VIETH

IT has been ingrained into our economic thinking that to reach retirement age is to have achieved the ultimate utopia in living. The thought of endless leisure, not to have to punch a time clock, to do nothing, seems to induce many of us to become glassy-eyed, and view with a twinge of envy the traveler already arrived at that status. But, reports arriving from the ranks of the retired are not so favorable; while some have made the happy adjustment, there is evidence to indicate a restlessness in others. They want to keep going.

"I was 65 years old when I retired from the business offices of Marshall Field & Company. I had looked forward to this time in my life when I could take it easy. But after a short time, I became very irritable and depressed. I decided to find at least a part-time job. After all, I had 36 years of experience to offer. Oh sure, there were jobs, everybody was advertising for office help, but not for me. I tried repeatedly; why I couldn't even buy a job. They kept telling me I was too old, I was 65, my experience didn't mean a thing; I wasn't even given an audience. But



Dr. David Sonquist, executive director of Senior Achievement, watches Mrs. Anna Klingbell, with 30 years of experience in the needle trades, sewing a plastic tent cover

now, I feel like a new person, and working here is the greatest thing that ever happened to me."

Mrs. Estelle Kennedy, 68, a sparkling, gray-haired woman, thus related her experiences. Mrs. Kennedy is now employed by Senior Achievement.

Listen to Ray B. Hoover, age 72. "I could find no substitute for working. Leisure is no longer leisure when it is forced upon you; such a situation is a form of slavery for

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more deadly than any labor can possibly be. You can give a man security, a place in the country, all the servants he wants, but if he has to work to give his life rhythm, he has nothing."

Mr. Hoover knows whereof he speaks. He had been a management engineer for over 45 years for such companies as Studebaker Corporation, Singer Manufacturing Company, Shafer Bearing Corporation, and Link Belt Company. When he retired, he became so dissatisfied with inactivity he hung out a shingle as an independent business consultant for ten years. Today he is going strong with Senior Achievement as a management engineer.

Senior Achievement, Inc., is a non-profit organization established a year ago in Chicago by far-sighted industrialists and sociologists alert to the growing demand and need for part-time work in the ranks of our retired citizenry. It provides profitable part-time employment for retired men and women with the will and skill to work. The maximum earnings are \$100 per month, which does not endanger social security benefits.

### How It Started

How did it get started? Grants totaling about \$30,000 obtained from such sources as the Wieboldt Foundation, Marshall Field, Acme Steel, Illini Ceramics, Phoenix Finance, and Inland Steel, permitted the "development committee" to locate suitable factory space (at 1029 South Wabash in Chicago) and equip a fairly complete woodworking shop, metalworking shop, soft goods department, and a drafting and engineering department.

A premature newspaper squib brought over 600 applicants clamoring for work. These eager-to-work oldsters revealed years of experience in merchandising, commerce, advertising, machine work, plastics, mechanics, carpentry, garment making, and office work. Some had held executive positions in some of the largest industries in the country. Many had been self-employed and had owned their own businesses.

The Board of Trustees and Advisory Council, made up of outstanding Chicago business and industrial leaders, discovered many small manufacturing jobs that could be done by these older people. These could be set out on subcontract to Senior

Achievement as they were mainly "nuisance jobs" to industry. For instance: the electro-motive division of General Motors in La Grange, Illinois, found a pile of machine design drawings which needed to be completed; Sears Roebuck needed some wire goods — too small a quantity for any of its suppliers to handle; Polk Bros. required picture frames for a promotion, give-away item — Senior Achievement men completed over 2,000 such picture frames; small assembly jobs as well as packaging of food items for Reese Finer Foods, Marshall Field, and Carson Pirie Scott, all helped.

Senior Achievement has an "Out Service" Department. Senior Achievement found some 200 people (during initial interviews) experienced in various types of office work who were unable to get jobs. Most employers will not hire these older

people because it complicates their pension and insurance plans. They can, however, hire the service and pay Senior Achievement, who in turn acts as an employer and assumes workmen's compensation and other costs.

Perhaps the most remarkable man to find new joys in life this way is Eugene A. Ricker, 81. Mr. Ricker formerly owned a department store in Farragut, North Dakota. Today he is an office man and receptionist for Morris Investments, a brokerage firm on busy LaSalle Street in Chicago. Life has taken on zest for this mentally alert oldster, and his employers feel he has made many friends for the firm. They tell Senior Achievement they wouldn't trade him for a college boy.

Industry and business have been very responsive in supporting Senior Achievement. Today, about 100 re-

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tired persons are associated with the Senior Achievement program. There is now in progress a considerable expansion program to locate additional Senior Achievement centers in various neighborhoods close to where retired people are living. The central unit will serve as a pilot unit to carry on the overhead services such as bookkeeping, accounting, drafting and engineering, sales, and purchases. By the end of 1957, it is hoped to expand Senior Achievement to about 1,000 retirees.

As of today, there are 14 million men and women over 65 in America. By 1980, it is estimated that there will be 22 million persons past 65. At present, there are 8 million persons receiving Social Security insur-

ance benefits, and every day 1,000 more reach Social Security age.

As Fred Gillies, president of Acer Steel and committee member Senior Achievement, points out: "the older-worker group there is reservoir of training, experience, and judgment, on which industry and the community can draw to mutual benefit. Today, industry and the community have two choices on the practical basis: (1) to support old retired people through ever expanding public charity and higher taxes or (2) provide these retired, willing-to-work people with a chance to continue to be modestly self-supporting and independent. The latter alternative is the one on which Senior Achievement is based."

## Plants Go Underground

(Continued from page 35)

age Company of Illinois, a subsidiary of the Peoples Gas Light and Coke Company, has been operating underground storage facilities located 55 miles southwest of Chicago at Herscher, Illinois, to help meet the demands of a number of utility customers on peak demand days. Currently there is approximately 25 billion cubic feet of gas in the Herscher reservoir.

Another utility firm, Consumers Power Company of Jackson, Mich., is just finishing construction of a 4,250-square foot underground control center, where dispatchers will be able to direct operations of the vast power network. Throughout the world there are about 75 underground hydroelectric plants in operation, including five generators of the huge Aluminium Ltd. powerhouse built inside a mountain in British Columbia.

There are some good reasons why

man's burrowing underground for cheaper and more efficient storage and industrial production does not always get wide publicity. Some engineering firms say that architects are still watching construction bids closely, waiting for what they regard as a logical drop.

One Chicago architect says that many manufacturers still do not fully appreciate the drastically lower operating and maintenance costs of an underground installation. He says: "In this area they only want to know the initial cost of construction — and so far that seems too high for them."

Another factor working against greater use of underground facilities is the fear of some stockholders that such developments are "too revolutionary and a waste of time and money." One New York authority reports that actually "a large number of companies" are making "undercover" preliminary studies of underground installations — but are reluctant to disclose details lest their ventures are cancelled by premature misjudgments by financial supporters. These firms, says the authority, now are busily trying to gather all facts and costs before discussing any plans openly.

There is secrecy, too, about at least one subterranean installation that has been in operation for over five years. It is a hiding place for microfilm records of the Chicago Title and Trust Company. Only a few officials know where those valuable films of real estate ownership are

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opt. The place is underground, reportedly in a bomb-proof shelter not far from Chicago.

Industry's growing trend to go below the grass roots level, so far has received no great opposition from organized labor. In Sweden, after years of debate over whether the health of underground workers was being impaired, thousands of employees were studied in a joint investigation by management-labor teams. The results showed no major health hazards to life in well-equipped units underground.

In fact, the Swedes found that the dry and constant temperatures have reduced the incidence of colds and, in some instances, served to improve the health of employees. Employers reported high productivity and no impairment of efficiency. But there is one occupational quirk that is common to underground workers both in this country and abroad.

Almost every one of them keeps asking: "How's the weather outside?"

## Top Executives

(Continued from page 14)

With a salary of \$25,000 usually would much prefer a \$5,000 salary increase to some long deferred benefit that might be worth \$7,500. On the other hand, a man 55 years old making \$75,000 probably would be more interested in a deferred benefit that offered real tax advantages and that will become available ten years from now.

And so, as far as the executive group as a whole is concerned, it is likely in most companies that a substantial share of total compensation should be in the deferred category. Good base pay and sound incentive bonuses plus whatever standard fringe benefits the company provides for all employees should be sufficient to attract, hold, and provide incentive for at least the younger executives in most organizations.

Deferred compensation for key executives, beyond the benefits available to all employees of the company, should be provided in substantial amounts only to the key man who meets the following specifications:

1. He should be a man whose continuing service is vital to the business;
2. He should be at a salary level that makes further increases in current compensation or relative insig-

nificance because of his tax bracket;

3. He should be old enough so that realization of his deferred benefits is not so remote as to nullify their incentive value. As Vice President Nixon is reported to have said when informed that giving up his Senate seat meant forsaking a \$250 per month pension, "If men of my age (which was about 40 at the time) start worrying about pensions, things will have come to a pretty pass."

As to the type of deferred compensation that should be utilized for men who fit this category, there are several alternatives. Any one of them can be used effectively under the right circumstances. However, a sal-

ary continuation plan is most generally acceptable and effective for these reasons:

1. With competent legal and insurance counsel, it can be set up so that both the company and the individual get maximum return from each dollar invested.

2. It is specific and not subject to the hazards of uncontrollable factors that are present in stock option and profit sharing plans.

3. It provides a means of retaining the interest and securing the advisory services of a valuable man after his retirement, and can provide assurance that his services cannot be obtained by competitors.

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# Stop me...If...



The Army psychiatrist wanted to be sure that the newly enlisted rookie was perfectly normal. Suspiciously he said:

"What do you do for social life?"  
 "Oh," the man blushed, "just sit around mostly."  
 "Hmmm — never go out with girls?"  
 "Nope."  
 "Don't you even want to?"  
 The man was uneasy, "Well, yes, sort of."  
 "Then, why don't you?"  
 "My wife won't let me, sir."

A little lady of the house, by way of punishment for some minor misdemeanor, was compelled to eat her dinner alone at a small table in the corner. The rest of the family paid no attention to her until they heard her audibly delivering grace over her repast: "I thank Thee, Lord, for preparing a table before me in the presence of mine enemies."

"Yes," said the conceited young bachelor, "I have the greatest admiration for women. But I won't marry one of them — not me!"

"I see," said the sweet young thing, "you not only admire women, but you have a sincere regard for their welfare."

Angry wife: "Why did you buy two elephants?"

Inebriated husband: "The man wouldn't break up the pair."

Jack: "If I had a million dollars, do you know where I'd be?"

Jill: "Sure, big boy — you'd be on OUR honeymoon."

Tramp: "Beg pardon, but do you happen to have some pie or cake that you could spare an unfortunate wanderer?"

Lady of the house: "No, I'm afraid not. Wouldn't some bread and butter do?"

Tramp: "As a general rule it would, but you see, today's my birthday."

"She told me," a woman complained to a friend, "that you told her the secret I told you not to tell her."

"Well," replied her friend in a hurt tone, "I told her not to tell you I told her."

"Oh, dear," sighed the first woman. "Well, don't tell her I told you that she told me."

Little Bobby ran to his mother sobbing as though his heart would break.

"What's the matter, Bobby?" she asked.  
 "Daddy was hanging up a picture and dropped it on his toe."  
 "Why, that's nothing to cry about; you should laugh at that."  
 "I did," sobbed Bobby.

A Bishop attended a banquet and a clumsy waiter dropped a plate of hot soup in his lap. The clergyman glanced around with a look of agony and exclaimed, "Will some layman please say something appropriate?"

He — "If I kiss you, will you call for help?"  
 She — "Will you need help?"

Customer in drugstore (on Sunday morning) — "Please give me change for a dime."  
 Druggist — "Here it is. I hope you'll enjoy the sermon."

Many girls are attracted to the simpler things in life — men.

Angry father, from head of stairs: "You man, didn't I hear the clock strike four when you brought my daughter home?"

Quick thinking young man: "You did, sir. It was going to strike eleven, but I grabbed it and held the gong so it wouldn't disturb you!"

Father, muttering as he goes back to bed: "Dog-gawn! I'd be single yet if I could have thought of that in my day."

The teacher asked her small pupils to tell about their acts of kindness to dumb animals. Many hands were raised as the children told their heart-stirring little stories.

"And what did you do, Tommy?" the teacher asked one eager hand-raiser.

"Well," replied the youngster proudly, "I kicked a boy for kicking his dog."

Helen: "How did you stop your husband from staying out late?"

Mabel: "When he came in late I called out, 'Is that you, Jack?'"

Helen: "How did that stop him?"  
 Mable: "My husband's name is Bill."

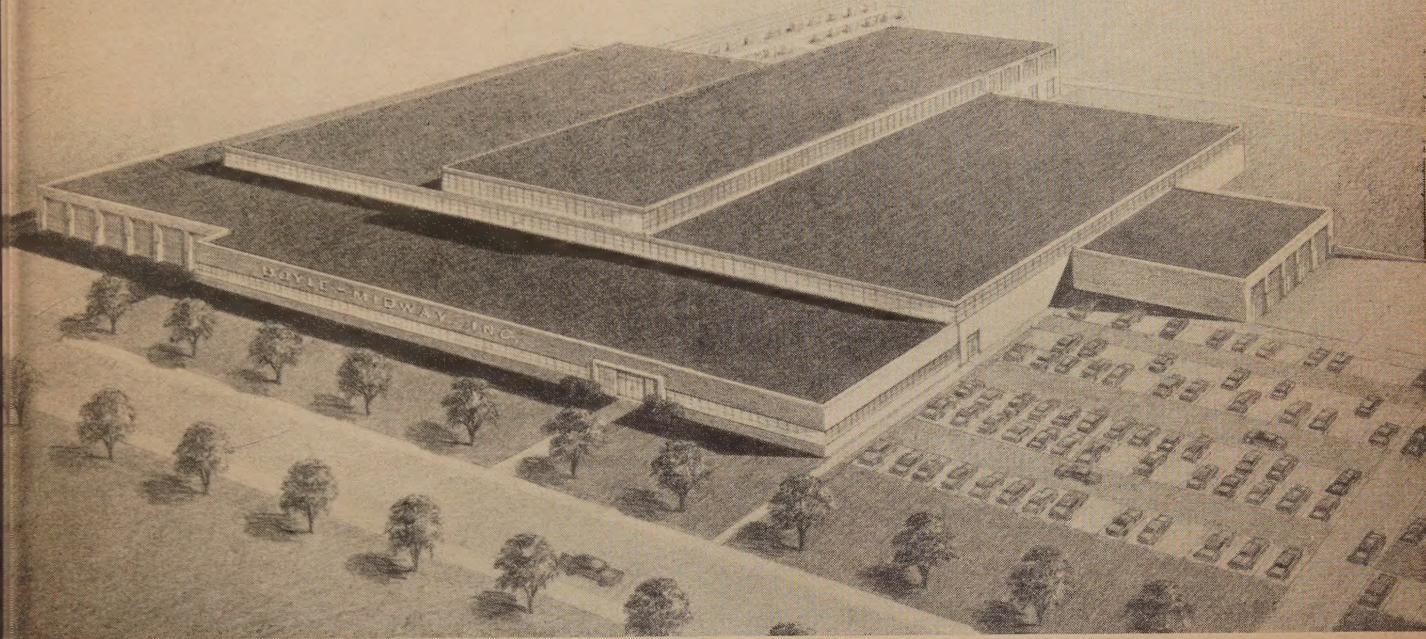
The teacher wrote on the blackboard: "I didn't have no fun at the seaside," and asked a pupil, "How should I correct that?"  
 "Get a boy friend."

"But why," demanded the puzzled judge, "did you break into the same store three nights in a row?"

"Well, judge, you see, I picked out dress for my wife, and had to change twice."

Sign posted on a Scottish golf course: "Members will kindly refrain from picking up lost balls until they have stopped rolling."





Rendering of New Plant now under construction for Boyle-Midway, Inc.

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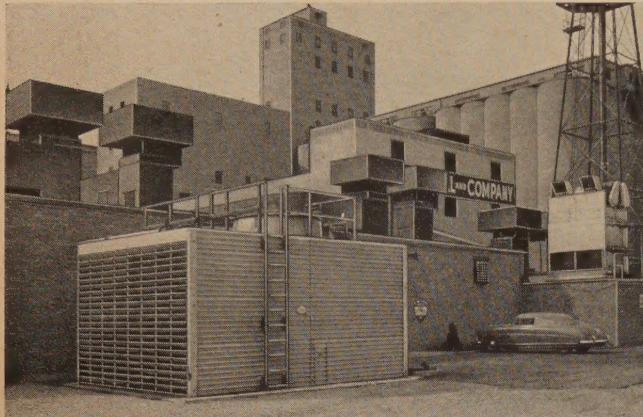
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FIRST NATIONAL BANK BUILDING

CHICAGO 3, ILLINOIS

# GAS AT WORK for Chicago's Industry



(Above) New malt house recently completed at the plant of Albert Schwill & Company, in South Chicago, showing louvered water cooling structure in foreground and automatic fresh air and recirculating dampers on roof. Huge silos for storage of barley and malt tower in background.



(Right) Large quantities of gas are used in the malt house to supply heated air at the desired temperature necessary for the kilning process.

Albert Schwill & Company, one of the large malt producing companies in the country, recently completed a radically new malt house which will not only increase plant production but process the prime barley more precisely. Designed for perfect control during all phases of the malting process, the plant is built like a machine to deliver thousands of bushels of top quality malt each day. Gas plays an important role in the operation by supplying the heated air for drying the malt.

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**MORE** about its unmatched prospects for growth in all other forms of transportation.

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# What changed the commuter's schedule in Chicago?

No morning snafu could stay Elmer Egbert from the swift completion of his regular commuter's schedule.

One eye open at 7:35, coffee at 7:50, on the train at 8:04, face behind newspaper at 8:05.

One morning while Elmer was bouncing over the rails, he read about a guy named Joe and some facts he'd turned up on bakery products in Chicago. Now Elmer worked on the Lottacrust Bread account at Peter, Peter, Plompkin & Eater (Specialists in Plain & Fancy Advertising). So he decided to see if this Joe, toast of the Chicago Tribune advertising department, had similar facts on bread.

"Say, Joe," phoned Elmer, "what do your statistical Sherlocks know about bread-eaters in Chicago?"



"I'll see," replied Joe as he raced over to the Tribune Research Lab. And here's what the slide rule sleuths turned up:

Over several years Lottacrust had filled approximately 5% of Chicago's bread basket. This comparatively small share of market came from a consistently large group (25%) of bread purchasers. Evidently many people bought Lottacrust only when other brands weren't available. Few purchasers stuck to it through thick (slice) and thin.

Large-sized, middle-income, middle-aged, native

white families eat the most white bread in Chicago —also the most Lottacrust. But Lottacrust fell far behind in purchases made by families with teen-age children. The company did over 60% of its business with the 37.6% of the bread market who had children under 11. But only 16.8% of its volume came from the 33.9% of the market with children in the rock n' roll set (11-17).

"Well, well," elucidated Elmer, "Lottacrust has been putting its dough into kiddy shows on daytime TV. These programs are O.K. as far as they go, but apparently they don't go far enough with bread-eaters."



It was obvious to Elmer that Lottacrust needed a major advertising effort in Chicago. And probably the best place to begin was in the medium that covered the big sandwich-eating, teen-age set—plus their ever-loving, lunch-packing, bread-buying mas- mas. (Name on request from Joe.)

Now bread may not be your bread and butter, but this story has a moral for you, too. If you want the red-hot lowdown on the Chicago market, give Joe a buzz.

Nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune. And Joe's the one who can tell you.

# Chicago Tribune

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